

**CORE  
VALUES**

- We believe that all students can learn.
- We believe that all people have value and can add value.
- We believe that embracing diversity strengthens communities.
- We believe that family is the first and most powerful influence on a person's life.
- We believe individuals are responsible for their choices and actions.
- We believe that honesty and integrity are vital.

**HIGHLANDS COUNTY SCHOOLS  
STRATEGIC PLANNING PROCESS**

The School Board of Highlands County (SBHC) District Strategic Plan for 2013-2018 was developed using input from several stakeholder groups and goal teams, data from past and projected performance, survey results from Best Practices.



**VISION**

*"Leading Together to Achieve Excellence"*

**MISSION**

"By uniting stakeholders, we will prepare our students to be college and career ready, empower our students to achieve personal excellence, and foster responsible citizens."



*District Strategic Plan  
2013-2018*



*"Leading Together to Achieve Excellence"*

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**Goal 1: All students will achieve at their highest level.**

**Objective 1.1**  
**Increase the percentage of students at proficiency level as measured by standardized tests, progressing to 75% by 2018.**

- Strategies:**
- 1.1.1 Use data analysis to monitor student progress and guide instructional decisions.
  - 1.1.2 Use *Acceleration via Individual Determination (AVID)* and other high yield strategies to increase student proficiency.
  - 1.1.3 Maintain adequate research-based instructional materials, equipment, and methodology.

**Objective 1.2**  
**Provide a more comprehensive, rigorous and aligned curriculum at all levels to develop college and career ready students.**

- Strategies:**
- 1.2.1 Align and map curriculum to *Next Generation Sunshine State Standards* and *Common Core Standards*.
  - 1.2.2 Expand opportunities for students to take advanced coursework, (e.g. Highlands Advanced Academics Rising Together [HAART], honors classes, dual enrollment classes, advanced placement, and international baccalaureate).
  - 1.2.3 Expand opportunities for middle school students to take high school level courses.
  - 1.2.4 Offer additional opportunities for student learning through computer assisted instruction and online courses.
  - 1.2.5 Increase career and technical education programs with industry recognized certification.
  - 1.2.6 Integrate technology into the curriculum to insure that students develop adequate technology skills for employment and/or higher education.
  - 1.2.7 Support co-curricular and intra-curricular experiences that provide additional opportunities for personal accomplishment and leadership.

**Goal 2: Recruit, develop, and retain high performing instructional and non-instructional staff.**

**Objective 2.1**  
**Develop and implement a plan for recruiting highly qualified applicants.**

- Strategies:**
- 2.1.1 Periodically review succession management plan to forecast vacancies.
  - 2.1.2 Remain competitive with salary and benefits packages.
  - 2.1.3 Attract a qualified, diverse pool of candidates through various sources and resources.
  - 2.1.4 Obtain input from all stakeholders regarding staffing needs.
  - 2.1.5 Network with community service organizations and business partners.
  - 2.1.6 Promote district programs and opportunities to increase employee interest in career building.
  - 2.1.7 Partner with colleges/universities to place education interns at schools to provide apprenticeship opportunities for students in market-driven, vocational/career programs.
  - 2.1.8 Ensure compliance with federal/state laws and district policies with regard to equal employment opportunities and non-discrimination practices.
  - 2.1.9 Annually assess all programs, processes, procedures, and plans.

**Objective 2.2**  
**Develop and implement a plan for selecting high performing staff.**

- Strategies:**
- 2.2.1 Maintain, assess, revise, and update detailed job descriptions with minimum qualifications and essential job functions for all contracted positions.
  - 2.2.2 Utilize internet application systems and interview process to evaluate and qualify applicants; serve as a vital informational resource for both internal and external stakeholders.
  - 2.2.3 Provide legislative updates/training as needed when it pertains to qualifications and/or selection of candidates.

**Objective 2.3**  
**Develop and implement a plan to train and retain high performing staff.**

- Strategies:**
- 2.3.1 Develop/Maintain a district-wide professional development plan.
  - 2.3.2 Conduct surveys/needs assessments to determine training and professional development needs of all district staff.
  - 2.3.3 Provide ongoing, relevant, job-embedded professional development via various modems of delivery which meets professional growth needs and career goals of district staff.
  - 2.3.4 Evaluate professional development objectives and training for continuous improvement to meet requirements of the Department of Education's Professional Development Protocol Review Standards.
  - 2.3.5 Develop/Implement a structured mentoring program to support new administrators and instructional staff.
  - 2.3.6 Implement professional improvement plans and/or strategies for corrective intervention for identified performance deficiencies.
  - 2.3.7 Recognize and award employee accomplishments and contributions.
  - 2.3.8 Provide optional supplemental leadership/mentoring opportunities and experiences.
  - 2.3.9 Annually assess all programs, processes, procedures, and plans.
  - 2.3.10 Continue walk-through training for administrative staff.

**Goal 3: Provide a safe and orderly learning environment.**

**Objective 3.1**  
**Decrease the number of SESIR discipline incidents.**

- Strategies:**
- 3.1.1 Continue installation of security devices on campuses and buses.
  - 3.1.2 Implement training in classroom management skills.
  - 3.1.3 Continue School Advisory Council review process of the Code of Student Conduct.
  - 3.1.4 Increase number of schools trained in Positive Behavior and Intervention Support (PBIS).

**Objective 3.2**  
**Reduce Incidents and Claims for property damage.**

- Strategies:**
- 3.2.1 Continue installation of security devices on campuses and buses.
  - 3.2.2 Implement recommendations of fire and safety inspections.
  - 3.2.3 Implement SBHC Transportation Department Remediation Policy for property damage incidents.

**Objective 3.3**  
**Achieve a decrease in favorable attitudes of middle and high school students toward drug/alcohol use as measured by the Florida Youth Substance Abuse Survey.**

- Strategies:**
- 3.3.1 Continue middle /high school *Random and Reasonable Suspicion Student Drug Testing Program*.
  - 3.3.2 Continue to co-fund nurses and health techs in partnership with the Highlands County Health Department.

**Objective 3.4**  
**Achieve a decrease in favorable attitudes of middle and high school students toward anti-social behavior as measured by the Florida Youth Substance Abuse Survey.**

- Strategies:**
- 3.4.1 Increase use of *Connect-Ed* software for school-home communication.
  - 3.4.2 Promote use of civility and sportsmanship policies.
  - 3.4.3 Continue funding for the Academy at Youth Care Lane Program as an alternative to expulsion.
  - 3.4.4 Continue providing anti-bullying programs.
  - 3.4.5 Continue to co-fund school resource officers in partnership with the Highlands County Sheriff's Office.

**Objective 3.5**  
**Achieve a decrease in district-wide incidents concerning personal injury.**

- Strategies:**
- 3.5.1 Revise and maintain the district wellness program.
  - 3.5.2 Emphasize code of conduct review at all school sites.
  - 3.5.3 Annually revise school crisis plans.
  - 3.5.4 Implement safety committee recommendations.

**Goal 4: All operations will demonstrate best practices while supporting student achievement.**

**Objective 4.1**  
**Conduct a comprehensive budget planning process that manages resources efficiently to support the District's Strategic Plan.**

- Strategies:**
- 4.1.1 Conduct annual comprehensive planning meetings that provide an opportunity for schools and departments to present requests for staffing, equipment and facility needs.
  - 4.1.2 Hold school board budget workshops.
  - 4.1.3 Schedule two public hearings to gather public input prior to budget adoption.

**Objective 4.2**  
**Conduct long range planning will be conducted to insure that adequate facilities are available for a safe learning environment.**

- Strategies:**
- 4.2.1 Complete five-year educational plant survey to insure that all existing school sites have adequate student stations and core facilities, and that all new school facilities are planned for anticipated student growth.
  - 4.2.2 Design new educational facilities to meet the needs of students with an emphasis on technology.

**Objective 4.3**  
**Provide safe, orderly, and cost effective transportation services for all students.**

- Strategies:**
- 4.3.1 Continue purchase of video recorders for buses to assist with student discipline.

**Objective 4.4**  
**Provide an efficient food service program that meets the standards and nutritional needs of students and staff in compliance with federal, state, and local guidelines.**

- Strategies:**
- 4.4.1 Monitor all food production to ensure compliance with nutritional standards.
  - 4.4.2 Design and implement promotional activities to encourage participation and increase sales.

**Objective 4.5**  
**Provide accounting, payroll, and purchasing services that are efficient and demonstrate best business practices.**

- Strategies:**
- 4.5.1 Continue to automate all accounting, payroll, and purchasing processes.

**Goal 5: Increase parent and community involvement in schools.**

**Objective 5.1**  
**Recruit and support a strong volunteer program in PK-12.**

- Strategies:**
- 5.1.1 Enlist the assistance of the SBHC District School Advisory Council as well as local School Advisory Councils, PTOs booster clubs, alumni associations, service organizations and businesses in recruiting additional members and volunteers.
  - 5.1.2 Provide ongoing recognition to school volunteers.

**Objective 5.2**  
**Involve families and communities in proactive efforts to provide a safe, orderly, and well-disciplined environment in our schools and during school activities.**

- Strategies:**
- 5.2.1 Seek input from the District School Advisory Council on annual revision of the Code of Student Conduct.
  - 5.2.2 Continue and expand supportive relationships with law enforcement and health agencies.
  - 5.2.3 Expand partnerships with businesses, communities, and institutes of higher education.

**Objective 5.3**  
**Increase communication to all stakeholders.**

- Strategies:**
- 5.3.1 Use a variety of media (e.g., newspapers, websites, newsletters, radio, *Connect-Ed*, *Pinnacle Parent Viewer*, email, social media, etc.).
  - 5.3.2 Conduct district-wide parent workshops to provide information and to enhance opportunities for families to support their children's academic progress.
  - 5.3.3 Upon request, provide translation in native languages as well as audio copy for those in need.