



# SCHOOL BOARD-SUPERINTENDENT RETREAT

TUESDAY, SEPTEMBER 20, 2011

9:00 A.M – 3:00 P.M.

The Foundation for Lee County Public Schools Board Room - Gwynne Building

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## INTENDED OUTCOMES

1. Review status of strategic plan and identify potential changes to the plan
2. Identify school system direction and priorities
3. Establish and endorse Superintendent's incentive goals
4. Discussion of organizational changes
5. Establish Board-Superintendent protocol and communication process
6. Strategies for Board-Superintendent professional growth
7. Next Steps

## AGENDA

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|---|-----------------|
| ➤ Introductions and Purpose for the Day                                   | 10 – 15 Minutes |
| ➤ Facilitator to Review Outcomes and any Board Member Additions           | 30 – 45 Minutes |
| ➤ Status Update of the District's Current Strategic Plan (ATTACHMENT "A") | 60 Minutes      |
| ➤ School District Priorities and Direction Discussion                     | 30 – 45 Minutes |
| ➤ Superintendent's Incentive Goal (ATTACHMENT "B")                        | 60 Minutes      |
| ➤ Discussion of Organizational Changes                                    | 30 Minutes      |
| ➤ Board-Superintendent Protocol and Communication Process                 | 20 Minutes      |
| ➤ Board-Superintendent Professional Growth Discussion (ATTACHMENT "C")    | 45 Minutes      |
| • Contract Reference  |                 |
| • FSBA  |                 |
| • Outside Consultant  |                 |
| • Time Commitment   |                 |
| ➤ Next Steps  |                 |
| ➤ Good of the Order   |                 |
| ➤ Adjournment   |                 |

**School District of Lee County  
Strategic Plan Goals 2010/11 - 2014/15**

ATTACHMENT 'A'

Area	Strategic Objective	Annual Measure	Comparison <sup>1</sup>	Performance					Targets					Report Period
				07-08	08-09	09-10	10-11	10-11	10-11	11-12	12-13	13-14	14-15	
<b>I. Academic Services - We will create systems of teaching and learning that will ensure each student reaches his/her highest potential</b>														
	Graduation Rate will increase. <sup>2</sup>	The graduation rate will increase 3 percentage points per year.	09-10 Data Brevard = 95.3.0% Hillsborough = 82.3% Polk = 73.2%	76.9%	77.6%	80.3%	83.3%	83.3%	86.3%	89.3%	92.3%	95.3%	95.3%	December
	Drop-Out Rate will decrease.	The drop-out rate will decrease by .1 percentage points per year.	09-10 Data Brevard = .5% Hillsborough = .7% Polk = 4.1%	1.8%	1.3%	1.3%	1.2%	1.2%	1.1%	1.0%	<1%	<1%	<1%	December
	Reading performance will improve.	The percentage of students scoring in Levels 3-5 on FCAT Reading on the District Grade Report will increase by 2 or more percentage points per year.	09-10 Data Brevard = 79% Hillsborough = 66% Polk = 61%	67%	70%	70%	72%	72%	74%	76%	78%	80%	80%	July
	Math performance will improve.	The percentage of students scoring in Levels 3-5 on FCAT Math on the District Grade Report will increase by 2 or more percentage points per year.	09-10 Data Brevard = 84% Hillsborough = 73% Polk = 67%	71%	73%	74%	76%	76%	78%	80%	82%	84%	84%	July
	Science performance will improve.	The percentage of students scoring in Levels 3-5 on FCAT Science on the District Grade Report will increase by 4 or more percentage points per year.	09-10 Data Brevard = 64% Hillsborough = 50% Polk = 40%	41%	44%	47%	49%	49%	55%	59%	63%	67%	67%	July
	Writing performance will improve.	The percentage of students scoring at grade level on the District Grade Report will increase by 1 percentage point per year.	09-10 Data Broward = 91% Hillsborough = 90% Polk = 85%	84%	88%	87%	84% <sup>3</sup>	84% <sup>3</sup>	88%	89%	90%	91%	91%	July
	The achievement gap will improve.	The achievement gap <sup>4</sup> will decrease by 2 percentage points per year. (Reading and Math)	Pasco: Rdg - 8 Math - 10 Writing - 1	Rdg 21 Math 21 Writing 5	Rdg 19 Math 20 Writing 3	Rdg 17 Math 18 Writing 2	Rdg 18 Math 17 Writing 2	Rdg 15 Math 16 Writing 1	Rdg 13 Math 14 Writing <1	Rdg 11 Math 12 Writing <1	Rdg 9 Math 10 Writing <1	Rdg 7 Math 8 Writing <1	July	
	Successful participation in advanced courses will increase.	The percentage of students who participate in advanced courses <sup>5</sup> will increase by 2 percentage points per year.  The number of exams/courses passed per 100 students will increase by 2 per year. <sup>6</sup>	Data on comparable districts not available		25%	44%		46%	48%	50%	52%	54%	54%	October

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<b>II. Human Resources - We will ensure that we have effective staff throughout the system</b>														
<b>II. Human Resources</b>	Recruitment, engagement and retention of highly qualified employees will improve.	The retention rate of instructional staff will be maintained at 90%.	National Trend 86.90 (Alliance for Excellent Education 2006)			89.7%			>=90%	>=90%	>=90%	>=90%	October	
		The percentage of highly qualified minority instructional hires will increase by 5% by the end of the 2011 - 2012 year.			15.4%			17.0%	17.9%	18.8%	19.7%		October	
	Improve the physical and mental well-being of District employees.	Applicant pools of certified and qualified instructional candidates will be established for critical need areas by the end of the 2011 - 2012 year.						Applicant pools in development					October	
		The District will improve the cumulative employee participation <sup>7</sup> in wellness activities by 3.33% per year.			6,225	5,319	8,000	8,881	8,266	8,532	8,804	9,097	9,400	July
<b>III. Business Services - We will use effective business practices achieve our mission and objectives</b>														
<b>III. Business Services</b>	Comply with Federal, State, Local and Strategic Plan Goals requirements.												September	
	Maximize the efficiency and effectiveness of District resources.	The percent of audits resulting in 0 sanctions will increase.			100%	75%	100%	67% <sup>8</sup>	100%	100%	100%	100%	September	
		The percent of funding directly dedicated to classrooms will be maintained at 65% or higher.			76%	75%	74%	75%	>= 65%	>= 65%	>= 65%	>= 65%	September	
<b>IV. Administrative Services - We will create safe, efficient and effective environments to achieve our mission and objectives</b>														
<b>IV. Administrative Services</b>	Provide a timely, cost-effective, safe and secure environment conducive to learning.	Maintain on-time bus delivery of students to all schools (based on scheduled delivery time) at 98% or higher.	Data on comparable districts not available			99%	95%	96%	94%	98% or >	98% or >	98% or >	98% or >	July
		Reduce energy consumption by 5% per year. <sup>9</sup>			-0.11%	-6.37%	-6.67%	-2.52%	-5% or >	-5% or >	-5% or >	-5% or >	October	
		Reduce "in-house" deficiencies on the SREF report by 5% per year.	Data on comparable districts not available		5,453	4,558	1,089	1,035	983	934	887	843	July	

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V. Parent/Community Involvement	Increase communication and parent/community involvement.	V. Parent/Community Involvement - We will maximize Parent and Community involvement to support student learning												
		The number of volunteer hours per student will increase. <sup>10</sup>	9	11	11	10.4	13	15	17	19	20			July
VI. Quality	The District will receive external review and recognition.	Parent satisfaction will increase based on annual District customer satisfaction surveys.	78%	81%	82%	84%	82%	83%	84%	85%	85%			July
		Using Quality principles, the District will achieve/maintain an "A" District Grade rating and District Accreditation Status.	B	A Accredited	A Accredited	A Accredited	A Accredited	A Accredited	A Accredited	A Accredited	A Accredited	A Accredited		
<b>VI. Quality - We will use Quality principles to achieve our mission and vision</b>														

**NOTES:**

<sup>1</sup> Comparison districts: First district listed has highest performance among 13 largest districts in Florida. Hillsborough and Polk Counties represent districts most similar to Lee County.

<sup>2</sup> Using the National Governor's Association (NGA) Graduation rate

<sup>3</sup> State writing criteria increased in 10-11 from 3.5 to 4.0 - District will strive to maintain current performance level in 10-11

<sup>4</sup> Achievement Gap represents the difference between the majority percent meeting standard and the minority percent meeting standard

<sup>5</sup> Data includes participation of 11th and 12th graders in AP, IB, AICE, Dual Enrollment, Industry Certification courses.

<sup>6</sup> Based on number of tests/courses passed by 11th and 12th graders in AP, IB, AICE, DE, and Industry Certification.

<sup>7</sup> A participation unit is defined as one employee participating in one wellness program

<sup>8</sup> In 2010-11 a total of three financial audits were completed; the Fiscal Year 2009-10 Annual Financial Report; an audit of the Use of the Recovery Act and Education Jobs Funds; and the Food Service Audit.

<sup>9</sup> Of the three audits, one had sanctions

<sup>10</sup> Based on usage per square foot - Usage is per kilowatt hours

<sup>11</sup> Enrollment based on Cycle 1 enrollment numbers - Pre-K-12 schools

**SUPERINTENDENT'S INCENTIVE GOALS**

- The goals which will form the basis for determination of the amount of the performance incentive pay on December 15, 2012, will be established through mutual agreement of the Superintendent and School Board within 120 days after the Superintendent begins employment. The Board shall adopt such goals by formal action and the goals shall become Exhibit 1 to this contract.
- The goals upon which the December 15, 2012, determination of the performance incentive pay shall be based are as follows:
  - ❖ The District graduation rate will increase three (3) percentage points to a minimum of 86.3%
  - ❖ The District dropout rate will decrease by .2 percentage points to a maximum of 1.1%.
  - ❖ The District will increase the percentage of students scoring in levels three (3) through five (5) on FCAT reading by 2.2 percentage points.
  - ❖ Retention of highly qualified teachers will be maintained at 90% or more.
  - ❖ The District will increase the percentage of students scoring in levels three (3) through (5) on FCAT Science, by 4.2 percentage points.
  - ❖ The District will increase the percentage of schools making an A or B school grade by 4%.
  - ❖ The rate of increase of black students on FCAT Reading will exceed the rate of increase for white students by four (4) percent.
  - ❖ The rate of increase of black students on FCAT Math will exceed the rate of increase for white students by four (4) percent.
  - ❖ The rate of increase for Hispanic students on FCAT Reading will exceed the rate of increase for white students by four (4) percent.
  - ❖ The rate of increase for Hispanic students on FCAT Math will exceed the rate of increase for white students by four (4) percent.
  - ❖ The Algebra I End of Course (EOC) score will exceed the Statewide End of Course (EOC) score.
  - ❖ Increase the percent of students identified as "college or career ready" by four (4) percent.
  - ❖ Increase the number of minority recruitment efforts and the number of minority administrators.
  - ❖ Increase the number of workforce development programs in the District by five (5) percent or, increase the number of students participating in workforce development programs by five (5) percent.

- ❖ Implement a teacher evaluation system that provides for a compensation model which includes student learning outcomes, and the development of career ladder options for teachers.
- ❖ Present a revised student assignment plan to the School Board resulting in a six (6) percent reduction in transportation costs.
- ❖ Implement a leadership succession plan which develops skills and abilities in District and school site administrators to prepare them for higher levels of leadership responsibilities as evidenced by certifications, job performance, and range of experience.

**SUPERINTENDENT/SCHOOL BOARD PROFESSIONAL DEVELOPMENT**

*Taken from page 6, section # 11 of the Superintendent's Contract*

In recognition of the value of effective teamwork among the Superintendent, the School Board and the Senior Executive Team (Superintendent's Cabinet) the School Board and Superintendent agree to take part in mutual professional development sessions which shall be co-designed by the Board and the Superintendent and which have specific outcomes to strengthen the working relationship among the Board, the Superintendent and the Executive Team to accomplish the core mission of the Lee County School District. The parties shall discuss and agree to the content and amount of hours for this annual professional development and what portion of the professional development sessions shall be attended by Executive Team Members.