

**Goal Setting Workshop Minutes**  
**Tuesday, August 5, 2003 – 5:00 p.m.**  
**School Board Meeting Room**  
**Stuart, FL 34994**

**Members Present**

Dr. David Anderson, Chairman  
Vicki Davis, Vice-Chair  
Susan Hershey  
Laurie Gaylord  
Lorie Shekailo  
Dr. Sara A. Wilcox, Superintendent  
Tom Elfers, School Board Attorney

**Members Absent**

Matt Rudling, Student Representative (SFHS)

**Staff Present**

Hank Salzler, Rosemarie Taylor, Dr. Joyce Holmes, Darrell Miller, Darla Miloszewski, Deana Newson, Leighton O'Connor, Dr. Frank Raffone, Marshall Skinner

**Public**

Chuck Olson

**Press** PBPost – Andrew Marra Stuart News – Michael Samuels MCEA – No Representation  
**AFSCME** – No Representation

Call to Order by the Chairman and Pledge of Allegiance to the Flag of the United States.

**1. Discuss School Board and Superintendents Goals**

Dr. Wilcox explained the current Five-Year Strategic Plan has come to an end and the Board needs to review the process, develop a new plan and decide what the procedure would entail and then set goals. She feels goal setting is the first piece of the Strategic Planning process. She introduced Chuck Olsson, the Human Resources Director for First National Bank, and stated he has worked with numerous organizations in Martin County assisting in developing their Strategic Planning process.

Mr. Olsson feels the first thing the board must determine is the effectiveness of the results of the prior plan. The prior plan was very successful, cumbersome and long term, however the core results were high. He explained two things the Board must do is look at the process and get board feedback and input and then get the process rolling with many discussions on what the performance goals should be.

He spoke of his meeting with the Superintendent and Cabinet members and the suggestion to change the plan to a three-year planning cycle versus a five. This would allow quicker adaptation to environmental changes that take place, such as State and Federal mandates that change board direction and response. He discussed the need to determine where strategies lie in a planning process and discussed the model that First National Bank utilizes.

The group decided the primary five strategic drivers identified were:

- 1) Continued population growth, legislative impact, mandatory classroom size, universal Pre-K, and the No Child Left Behind mandates, the school facilities must be expanded and existing facilities improved.
- 2) Continuous changes and upgrade in technology, hardware and software, district technological resources must be current and up-to-date.
- 3) In order to maintain a high level of competence and involvement with the educational center, the district must maintain a high level of awareness with the public on issues and opportunities the school district faces.
- 4) With the effectiveness of our teachers being a key element of success, the district must invest the resources to help each teacher achieve the fullest potential and their highest level of performance.
- 5) With limited resources being available, the district must continuously examine the existing work processes and systems for efficiency and effectiveness and make changes to maximize the available resources.

He explained the remainder of a recommended plan would be a school board assessment in October 2003, where the district would look at the planning process, ratify it and approve it, look at the strategy and again ratify and approve it, and then work with the Superintendent and senior staff in order to set the performance goals. Finally, the Board would finalize the plan and charge the Superintendent and Cabinet to create specific action plans.

The next stage would then be communication and implementation of the plan to ensure the employees are aligned and know where the district is heading – a shared vision. The district would need to assign project teams or a mechanism to get the population behind the initiatives to ensure implementation.

Mr. Olsson suggested an ongoing assessment or progress report and on a yearly basis, beginning August 2004, there be a formal progress report of how well the district is approaching issues and reviewing unforeseen changes or needs at that point. A natural conclusion to this process in August 2006 would be, did the district hit its targets and a full review of the entire process.

Dr. Anderson asked how this changes the past process with board members appointing committee members to the committee and secondly, he thought the Board was required to implement a five-year cycle. Dr. Wilcox advised the Board is not required to implement a five-year cycle or even a strategic plan; however the Auditor General does review the plan and as part of Best Practices. She explained that she and Cabinet have heard that the process needs to be simplified, and reviewed the prior process that created the current Strategic Plan. She further explained that by years four and five of the plan, the Board was tackling different legislative issues and feels more of a management plan should be realized where the Board sets the direction through goals, and developing that management plan. Dr. Anderson asked what the composition of the committee would be and Mr. Olsson stated that would be decided as a result of this evenings meeting. He felt the committee appointees and voices that need to be part of the process should come from the School Board rather than the Cabinet. Dr. Anderson asked that the plan address the culture and values of the community. Dr. Wilcox commented that the school "Climate Surveys" would be an integral factor in receiving community input. Mrs. Hershey feels Dr. Anderson is asking what other vehicle does the district have to receive community comment, such as Student Government organizations.

Mr. Olsson stated he is hearing from the Board that the early stages of the process need to identify where the feedback would come from and the mechanism to get that feedback in short order. Dr. Anderson suggested sending a survey to the Chamber of Commerce and allowing them to respond as well. He stated he is not in favor of the old committee as it was set up and agrees with reorganization, but feels the community must be involved.

Mr. Olsson asked the Board to consider a timeframe to complete the project and feels feedback is critical to the success of the project. Mrs. Hershey advised the Climate Surveys are available and that the other groups in question could place the information on their websites and ask participants to respond to surveys interactively. Dr. Wilcox feels it is important that the survey addresses the goals of the Board and does not believe a broad survey would be effective. Mr. Olsson asked what the Board vision of the goals would be; would they be measurable numerically and Dr. Anderson stated they would be plain and simple. His main goal is to see both high schools "A" schools because the feeder schools are "A" schools.

Mrs. Shekailo mentioned that the Climate Surveys are different for each school and are specific to the individual school site, and if you wanted to have the Board goals, there may need to be a new survey specifically for that. Dr. Anderson suggested having high school seniors complete a required confidential survey on line prior to graduation, such as the one done at Indian River Community College and believes students have a lot to say when given the opportunity. Mrs. Hershey would like the School Board Representative to have a more active role in the position in order to buy into the organization. Dr. Anderson asked Mr. Olsson to meet with the Superintendent and staff to set a target date and come back to the Board and Mrs. Hershey agreed, however feels the Board must ensure that their goals and ideals are included or evaluated by peers on the Board and decided if they should be incorporated into the master plan. She feels that the Board sits in an observatory capacity too often.

Mr. Olsson clarified that this would be brought back to staff to get the reality of the survey and process together. He reviewed remaining elements of communication, further alignment, and mid-period assessments to ensure the district is on target. Dr. Wilcox explained this is a new process and that Mr. Olsson met with Cabinet to discuss what worked with the past plan. He provided suggestions on what needs to be done with strategic planning, however it is the Board's role to provide direction on what the strategic plan should be, such a business plan and goals. Mr. Olsson agreed that his approach is that the Board drives the Strategic Plan and feels maybe the Board should appoint a liaison. The Board agreed Dr. David Anderson would sit as the Board representative on the Strategic Planning Committee.

Dr. Wilcox explained the Board should walk through their visions as a Board, chart their ideals, and build their goals. She distributed a handout of what she feels are the Board goals (attached). Mrs. Davis likes the idea of creating the strategic plan as a business management plan. Dr. Anderson would like a goal to be the identification of land available for future school sites and Mrs. Davis agreed. Dr. Anderson feels the next school to be built should be identified, such as a high school or middle school and Mrs. Shekailo stated that is also one of her stated goals. Dr. Wilcox feels land banking is very broad and looks fifteen to twenty years into the future and the Board should work to acquire sites before neighborhoods are built out. Mrs. Hershey believes funding sources must be identified and the Board all agreed and Mrs. Davis suggested the financing of the Master Planning process. Mrs. Hershey stated the master plan is a major part of her goals; how should the Board implement it and pay for it. Mr. Olsson asked if these are two separate goals and Mrs. Davis stated yes.

Dr. Wilcox reviewed the goals as stated: master planning, land banking and acquisition, and funding options for land banking. Mrs. Hershey feels the above stated goals should be addressed by the Board rather than through Cabinet and Mrs. Davis explained the Cabinet would sort these issues out and assign the appropriate departments to the different facets and Dr. Wilcox agreed. She stated the land banking must be done within the context of the Interlocal Agreement with the County and City, which is on hold due to the challenge. Mrs. Shekailo asked for

future school facilities to be added to the list such as middle school and high school – type of school. Dr. Anderson commented that the stated goals all have to do with long range planning and facilities, which could be sub-grouped under Long Range Planning. Mrs. Davis would like the technology component added to the goals. Mrs. Hershey and Mrs. Shekailo both agreed stating technology is such an important area of society. Mrs. Davis would like this goal to go back to Darrell in the context of long range planning and bring back to the Board a three-year technology plan that would be very specific towards the goals. Mrs. Hershey agreed and suggested maybe the State would restore funding next year. Dr. Anderson questioned if the community is right for a bond issue and Mrs. Hershey and Mrs. Davis feels this falls under the funding goal.

Mrs. Shekailo discussed a goal to implement or continue policies and strategies that enable the district to become more efficient in the use of diminishing discretionary funding, develop a system of evaluating system departments to streamline business processes and procedures, explore methods of updating and / or upgrading business practices to meet the needs of a growing district, and to self monitor the departments to ensure continued adherence to Board policies and procedures. Mrs. Davis feels most of these goals go along with Best Practices and departmental best practices should be identified.

Mr. Olsson asked if the district is run without a great deal of deviation in policy or if significant latitude is given as how principals run their schools and the programs they maintain; Dr. Wilcox advised a combination of both in that there is discretionary funding and school based decision making. Mrs. Shekailo elaborated on her stated goals where employees are rewarded and recognized for finding better ways to run operations to make the process more efficient and Mr. Olsson commented on her ideas.

Dr. Anderson discussed the possibility of sharing technology services and resources with other governmental units such as the County and Indian River Community College and the benefits one hub would provide. Mrs. Hershey believes the district has begun sharing services through the Interlocal. She would like the pool issue placed on the next joint meeting for discussion and resolution. She would also like to see certain meeting practices changed, such as where significant decisions are to be made, staff should make a presentation and a recommendation that includes the pros and cons. She feels this would make for a more efficient use of time and all action items would have a recommendation included.

The Board agreed that Dr. Anderson's goal of student involvement is important and students should be more involved. Mrs. Davis would like additional feedback from students and would like a job description for the Student School Board Representative. Mr. Olsson stated this would fall under the third element of maintaining high levels of confidence and awareness of a communication and involvement process. Mrs. Shekailo would like the feeder schools to do a better job of planning so that parents can attend the major functions that the schools may have. She used the example of Open House where the schools in a feeder group have them on the same night and at the same time making it impossible for parents to attend both. Mrs. Gaylord suggested creating a "Consumer / Customer Relations" department to assist in fulfilling this goal. Mr. Olsson stated this does not exist due to resources, however is a real issue and Mrs. Hershey commented that the resources may exist but are not being used appropriately and suggested websites and other options. Mr. Olsson agreed this should be analyzed and diagnosed for tactical improvement, and communication lines, within the system, should be examined for clarity and making sure information is flowing up and down as effectively as possible. Mrs. Hershey recommended hiring a spokesperson that communicates this information and Mrs. Davis suggested a Public Relations Director. Mrs. Hershey feels the district is missing the opportunity to get the good news out and to be proactive. Dr. Anderson agreed but feels it needs to be a real P.R. person, not someone who is molded into the position, but someone in the P.R. field and the Board agreed. Mr. Olsson suggested the two dollar solution to this problem, which are solutions to far reaching impacts that are quick and inexpensive.

Mrs. Hershey stated the Board has not discussed student achievement and Dr. Anderson stated he wants all the schools to be "A" schools and Dr. Wilcox commented that the district needs to continue to raise student achievement and the school grades are based on achievement. She stated it would be wonderful to be the first county in the State of Florida to have all "A" schools. The Superintendent and Board discussed No Child Left Behind (NCLB) in depth and the need for a broad achievement goal to tie school grading, NCLB and School Improvement Plans together. Mrs. Hershey stated that the Board could stop taking Federal and State funding and assess its own millage and run an independent district and asked to investigate this area. Dr. Wilcox asked if the district has the ability to succeed from the FEFP program and Ms. Miloszewski commented.

Mrs. Davis inquired on the past goal to develop strategies for recruiting and maintaining teachers and asked Mrs. Newson if this goal was reached and the Board as a whole felt that this needs to remain a goal as well as training and retention of all employees. Mr. Olsson asked the Board to narrow this down to where they see the critical issues. Mrs. Davis feels new staff would continuously need to be added due to the Class Size Amendment Legislation and teachers would be a critical component. Mrs. Hershey stated working environment and salary are the keys to maintaining teaching staff and Dr. Anderson stated recruitment is the best retention.

Mrs. Davis feels the Board and staff need to address funding the new high school with operational dollars and sees this as an immediate need.

Mr. Olsson advised the next stage of the process would be to correlate, organize and drive back to Cabinet for brainstorming the how, why and feasibilities and for them to do as much research as possible to determine how much and how long. This would serve as the basis for prioritization; however the Board ultimately has to make the priorities. Mrs. Hershey believes a timeline needs to be associated and the distribution of student populations needs to be addressed to meet compliance with NCLB and Class Size Reduction and efficiency of facilities. Dr. Wilcox sees this as an outcome of redistricting and as a tactical plan document outlining the process on how it would work and the decision variables. Mrs. Shekailo discussed the elementary redistricting timeline as she understood it and feels a goal needs to be implemented to continue to monitor boundaries and population growth. She feels the Long Range Planning Committee could be a strategy under the Facilities goal. Detailed discussion too place regarding the Long Range Planning Committee and potential workshops and public meetings; direction was given to the Superintendent to schedule a High School Boundary Workshop in the evening.

Mrs. Shekailo would like a business goal for examining business processes. Mrs. Hershey stated she has specific goals and timelines that she would like to see implemented with the funding issues and would provide them to staff. She expects that these goals would need to be accomplished within eight months and not over a matter of years. Mr. Olsson explained the clearer the plan, the more successful it would be.

Mr. Olsson advised the Board that if his services are not what the Board is looking for, then he would understand and that he is here to add value. The Board relayed that they appreciate and support his services.

There being no further business to bring before the Board, the meeting was adjourned at 6:40 p.m.

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**CHAIRMAN (Dr. David L. Anderson)**

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**SECRETARY (Sara A. Wilcox, Ph.D.)**