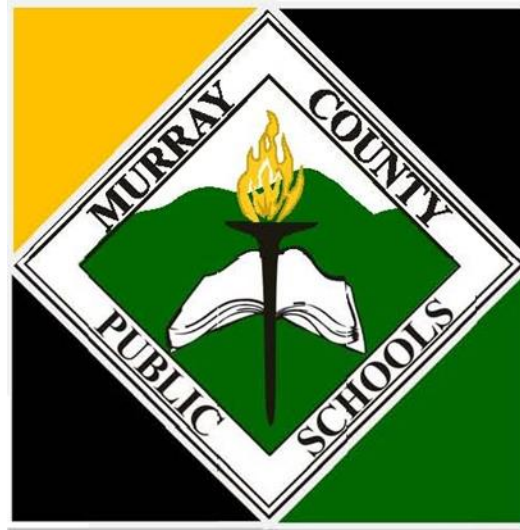


Murray County Public Schools

Strategic Plan 2017-2022



Approved by the Murray County Public School Board of Education May 8, 2017

Murray County Public Schools Strategic Planning Process Narrative

The Planning Process

The development of the Murray County Public Schools' Strategic Plan for 2017-2022 began at the February 9, 2017 Board of Education Work session. Members of the Board were presented a planning structure and time line for reviewed. On February 13, 2017, the Board adopted the structure as presented during the regular session.

District leaders collaboratively identified five critical target areas, each of which aligned to high impact organizational improvements: 1) high academic achievement, 2) operational effectiveness, 3) high performing culture and work force, 4) parent and community involvement, and 5) fiscal accountability.

A collaboration between schools, district administration, and students presented the MCPS State of the Schools Address to members of the community on February 28, 2017. This community event served as a bridge between the sun setting plan and the introduction to the new strategic plan development process. A system strategic planning committee consisting of 61 teachers, administrators, parents, students, and community stakeholders were assembled on March 16, 2017 to begin the strategic planning process. The group represented all levels and grades. The group was presented an orientation of the procedures, timelines, and required outcomes. From this full committee, five critical target area sub-committees were established. Teams set meeting calendars, and chairs presented weekly updates to a district leadership team. Throughout the four-month process, committee members reported to and received input from various constituencies.

Sub-committees first established priority goals and then determined measurable objectives for each of those goals. Goals, objectives and action steps, for each of the five critical target areas, were determined using current data. Careful consideration was placed in the analysis of CCRPI, state assessments, surveys, discipline reports, attendance

reports, financial records, and maintenance schedules. Additional attention was directed to the alignment of the AdvancEd Standards and the MCPS Strategic Waiver requirements. After “measurables” were fashioned, the teams determined the actions to consider in reaching those objectives. These actions included timelines, funding requirements, and a means to evaluate progress, and persons responsible.

The Board of Education was updated on the progress of the plan as presented by each of the sub-committee chairpersons on April 6, 2017. Committee chairpersons were asked to share, discuss, and bring forward committee recommendations for change to the Murray County Public School’s vision, mission, and beliefs. On April 27, the full committee met to make final edits to the strategic plan. The strategic planning committee reached consensus on 13 goals, 13 objectives, and 41 action steps. Members also considered options and agreed upon the final recommendations to the vision, mission, and beliefs. In total, there were 4 system planning committee meetings, and a minimum of 15 sub-committee meetings.

At the Board work session on May 4th, 2017, Dr. McFee presented the final draft of the Strategic Plan for Board member review. On May 8th at the regularly scheduled Board action meeting the 2017-2022 Strategic Plan was adopted with a unanimous 7-0 vote.

The Planning Team

| ACADEMIC ACHIEVEMENT | OPERATIONAL EFFECTIVENESS | FISCAL RESPONSIBILITY | CULTURE AND WORKFORCE | PARENT AND COMMUNITY ENGAGEMENT |
|------------------------|---------------------------|-----------------------|-----------------------|---------------------------------|
| Barbie Kendrick | Michael Tuck | Steve Loughridge | Ardith Bates | Shane Purdy |
| Spencer Gazaway | Israel House | Amanda Ridley | Toby Westmoreland | Rachel Terry |
| Jill Rogers | Terry Crump | Nathan Ridley | Donna Stanridge | Phenna Petty |
| Phillip Greeson | Brett James | Shalina Stone | Judy Redmond | Mike Pritchett |
| Maria Bradley | Pam Rich | Greg Shoemaker | Jackie Rogers | Gina Linder |
| Paula Martin | Frank Adams | Aaron Phillips | Amber Loughridge | Frank Loyd |
| Renda Baggett | Heath Jones | Heather Wilbanks Reed | David McDaniel | Mark Shaw |
| Jennifer Reed | Kenny Owens | Tammy Wagon | Amy McClure | Pam Bishop |
| Tammy West | Ken Smithey | Michele Freeman | Elisha Rogers | Kristy Sitton |
| Michelle Coffelt | Sam Bright | Anna Fowler | Wendy Fowler | Tori Owens |
| Lisa & Clarence Ridley | Heath Harrison | Robin Baggett | | |
| Brittney Adams | Allison Harrison | Alan Kendrick | | |
| Rachel Sitton | Nelson McCrakin | | | |
| | | | | |
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Adoption of System Vision, Mission, and Beliefs

OUR MISSION – Murray County Schools instills within its students the desire to learn, to graduate from high school, and to become productive citizens.

Defines why a district exists; the districts purpose/core work; all operational functions, actions and decisions should support the mission.

OUR VISION - Committed to Student Success...No Exceptions, No Excuses

The statement of a district's picture of future success which communicates; where it wants to be in the future. The vision helps to determine the districts strategic perspectives

OUR BELIEFS - We believe:

- ▶ All Children can learn.
- ▶ High expectations result in high achievement.
- ▶ High school graduation is the key to lifelong success.
- ▶ Effective relationships are based on respect, trust, and honest communication.
- ▶ Technology empowers 21st Century Learners.
- ▶ Parent and community involvement increases student achievement.
- ▶ Students learn best within facilities that are safe, sanitary, and secure.

The fundamental convictions and core values that guide the actions and decisions of a district

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|-----------------------------------|---|---|---|---|---|
| Strategic Goal Area 1 | | High Academic Achievement | | | |
| Specific Goal 1.1 | | Provide the educational foundation and opportunities that accelerate all students to achieve expected or high academic growth. | | | |
| Measurable Objective 1.1.1 | | Increase the percentage of students with typical or higher Student Growth Percentiles in all measurable Georgia Milestones content areas from 63.66% in 2016, to 66.67% in 2017, 69.66% in 2018, 71.66% in 2019, and 74.66% in 2020. | | | |
| | Actions, Strategies, Interventions | Timeline | Funding Sources, and Resources | Person(s) Responsible | Means of Evaluation |
| 1.1.1.1 | Construct a consistent, comprehensive, system-wide body of curriculum support materials and strategies to ensure rigorous instruction in all content areas. | SY 2017-2018 ongoing | Federal funds State & Local funds, Grant Awards | Teaching & Learning Department, Administrators, Teachers | Office 365 Repository Georgia Milestones SGP data |
| 1.1.1.2 | Instructional staff (teachers, paras, media, curriculum, and administration) will participate in professional development that focuses on instructional strategies that engage students in innovative learning experiences. | SY 2017-2018 ongoing | Federal funds State & Local funds, Grant Awards | Teaching & Learning Department Administrators, School Leaders, Teachers | Professional Learning Documentation, surveys, agendas & sign-in sheets Local formative assessments; Georgia Milestones data |
| 1.1.1.3 | Instructional staff will participate in professional development that focuses on content integration, STEM Activities, Differentiation, Curriculum maps, vertical and horizontal alignment in all content areas. | SY 2017-2018 ongoing | Federal funds State & Local funds Grant Awards | Teaching & Learning Department Administrators School Leaders, Teachers | Professional Learning Documentation, surveys, agendas & sign-in sheets Local Formative Assessments; Georgia Milestones data |

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|-----------------------------------|---|----------------------|--|--|--|
| Strategic Goal Area 1 | High Academic Achievement | | | | |
| Specific Goal 1.2 | All students will perform at or above grade level, and we will increase equity among all students. | | | | |
| Measurable Objective 1.2.1 | Increase the percentage of targeted subgroups (Economically Disadvantaged, Students with Disabilities, English Learners) meeting state and subgroup performance targets from 38% in 2016 to 41% in 2017, 44% in 2018, 47% in 2019 and 50% in 2020. | | | | |
| Measurable Objective 1.2.2 | Decrease the percentage of students missing six days or more from 44% in 2016 to 40% in 2020. | | | | |
| | Actions, Strategies, Interventions | Timeline | Funding Sources, and Resources | Person(s) Responsible | Means of Evaluation |
| 1.2.1.1 | Fair and equitable distribution of resources based on the Comprehensive Needs Assessment. (i.e. cross school training based on strength) | SY 2017-2018 ongoing | No funds needed | District Administration | CCRPI Financial Star Rating |
| 1.2.1.2 | Expand, increase, and share by school, learning opportunities for all students: (Scheduling; innovative planning, targeted intervention for students in multiple subgroups) | SY 2017-2018 ongoing | No funds needed | Teaching & Learning Department School Administration School Leaders, Teachers | CCRPI Data: Flag Count for ED/EL/SWD (increase the flag count by one each year) Currently meeting 17 out of 44. |
| 1.2.1.3 | Every day every child receives on grade level instruction, above grade level instruction, and tier 2, tier 3 instruction as identified in the Response to Intervention (RTI) process | SY 2017-2018 ongoing | No funds needed | Teaching & Learning Department School Administration School Leaders, Teachers | RTI Documentation (reduction in referral to ESS) Increase in performance data measured by the Georgia Milestones. |
| 1.2.1.4 | Professional Learning of best practices directed by high impact teachers to build capacity throughout the district. | SY 2017-2018 ongoing | Federal Funds State & Local funds Grant Awards | Teaching & Learning Department School Administration School Leaders, Teachers | Professional Learning Documentation (agendas, calendars, sign-in sheets) Increase in performance data measured by the Georgia Milestones. |
| 1.2.2.1 | Communicate the district attendance policy and protocols to stakeholders and share effective attendance strategies among schools. | SY 2017-2018 ongoing | No funds needed | Operations Department; Teaching & Learning Department School administration | Agendas, sign-in sheets, training documentation CCRPI Attendance data |

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|-----------------------------------|---|--|--|---|--|
| Strategic Goal Area 1 | | High Academic Achievement | | | |
| Specific Goal 1.3 | | K-12 students will meet or exceed grade-level reading goals each academic year. | | | |
| Measurable Objective 1.3.1 | | <p>Increase the percent of students meeting or exceeding grade level reading targets / Lexile measured by:</p> <p>the percentage of students in Pre-K scoring above 90 as measured by the Peabody Picture Vocabulary Test (PPVT) from 83% in 2016 to 86% in 2017, 89% in 2018, 92% in 2019, and 95% in 2020.</p> <p>the percentage of student in grades K-2 at a green composite benchmark score as measured by DIBELS from 66% in 2016 to 70% in 2017, 75% in 2018, 80% in 2019 and 85% in 2020.</p> <p>the percentage of students in Grades 3-8, 9, 11 at or above grade level reading as measured by the Georgia Milestones from 64.4% in 2016 to 67.4% in 2017, 70.4 % in 2018, 73.4% in 2019, and 76.4% in 2020.</p> <p>the percentage of students in Grade 10 at proficient and advanced Lexile Level as measured by the Scholastic Reading Inventory from 56% in 2016 to 59% in 2017, 61% in 2018, 64% in 2019 and 67% in 2020.</p> | | | |
| | Actions, Strategies, Interventions | Timeline | Funding Sources, and Resources | Person(s) Responsible | Means of Evaluation |
| 1.3.1.1 | Increase the use of literacy strategies in all content areas. | SY 2017-2018 ongoing | Federal Funds State & Local funds Grant Awards | Teaching & Learning Department School Administrators School Leaders Teachers | PPVT - DIBELS - SRI – Georgia Milestones |
| 1.3.1.2 | Utilize a district wide program grade band appropriate reading solution for Tier 1, Tier 2, and Tier 3. | SY 2017-2018 ongoing | Federal Funds State & Local funds Grant Awards | Teaching & Learning Department Administrators School Leaders Teachers | PPVT - DIBELS - SRI – Georgia Milestones - Program Assessment Data |
| 1.3.1.3 | Construct a consistent district wide reading framework in grades K- 5. | SY 2017-2018 ongoing | No funds needed | Teaching & Learning Department Administrators - School Leaders - Teachers | PPVT - DIBELS - SRI – Georgia Milestones - Program Assessment Data |
| 1.3.1.4 | Support content teachers with the implementation of district wide literacy strategies. | SY 2017-2018 ongoing | Federal Funds State & Local funds Grant Awards | Teaching & Learning Department Administrators School Leaders Teachers | Professional Learning Documentation PPVT, DIBELS, SRI, Georgia Milestones |

| Strategic Goal Area 2 | | Operational Effectiveness | | | |
|-----------------------------------|---|---|---------------------------------------|------------------------------|--------------------------------------|
| Specific Goal 2.1 | | Maintain and upgrade facilities to provide a safe, healthy, and secure learning and working environment. | | | |
| Measurable Objective 2.1.1 | | Review Annually, and modify as needed based on review, facilities maintenance program, and 5-year capital improvement plan. | | | |
| | Actions, Strategies, Interventions | Timeline | Funding Sources, and Resources | Person(s) Responsible | Means of Evaluation |
| 2.1.1.1 | Form a committee to plan ways to do preventative maintenance to the greatest extent economically feasible | October 31, 2017 | N/A | Operations Department | Sign-in sheets, agendas, and minutes |
| 2.1.1.2 | Form a district wide committee to evaluate/audit cleanliness of facilities and annually conduct cost benefit analysis of services | August 31, 2017 | N/A | Operations Department | Sign-in sheets, agendas, and minutes |
| 2.1.1.3 | Evaluate and strengthen grounds maintenance processes to enhance appearance of schools | August 31, 2017 | N/A | Facilities Director | Administrative Survey |
| 2.1.1.4 | Appoint a committee to explore and prioritize capital improvements over next five years | January 2018 | N/A | Operations Department | Sign-in sheets, agendas, and minutes |

| Strategic Goal Area 2: | | Operational Effectiveness | | | |
|-----------------------------------|---|--|---------------------------------------|------------------------------|---|
| Specific Goal 2.2 | | Upgrade technology throughout the District to promote and support the most current teaching and learning environment | | | |
| Measurable Objective 2.2.1 | | Upgrade and maintain technology and communication infrastructure and educational support services in all classrooms to improve and facilitate student growth | | | |
| | Actions, Strategies, Interventions | Timeline | Funding Sources, and Resources | Person(s) Responsible | Means of Evaluation |
| 2.2.1.1 | Form a planning committee to research, evaluate, and recommend for installation the most affordable and cost effective phone system | September 30, 2018 | N/A | Technology Department | Sign-in sheets, agendas, and minutes |
| 2.2.1.2 | Form a planning committee to consider the feasibility of installing a bus maintenance software program | August 31, 2018 | Transportation Department | Transportation Department | Sign-in sheets, agendas, and minutes of meeting |
| 2.2.1.3 | Ensure a 1-1 device to student ratio | July 1, 2017 - July 1, 2020 | Federal State & Local | Technology Department | Surveys and accounting records |

| Strategic Goal Area 2 | | Operational Effectiveness | | | |
|-----------------------------------|--|--|---------------------------------------|---|---|
| Specific Goal 2.3 | | Provide and maintain a safe and secure learning and working environment in all facilities | | | |
| Measurable Objective 2.3.1 | | Annually review District safety procedures and processes as to facilities and support services | | | |
| | Actions, Strategies, Interventions | Timeline | Funding Sources, and Resources | Person(s) Responsible | Means of Evaluation |
| 2.3.1.1 | promote/provide systemwide access control | 2017-2018 School Year | Federal, State, and Local | Technology Department and School Administrators | Inspections |
| 2.3.1.2 | upgrade camera systems and convert to IP | October 2020 | Technology Funds | Technology Department | Inspections |
| 2.3.1.3 | review our safety and training procedures for buses and drivers | 2017-2018 School Year | N/A | Administrative Services and Transportation Department | Sign-in Sheets, agendas, minutes, and surveys |
| 2.3.1.4 | study feasibility to add GPS tracking system to buses | 2017-2018 School Year | N/A | Transportation Department and Technology Department | Sign-in sheets, agendas, and minutes |
| 2.3.1.5 | form committee to review and update the District safety plan and crisis training | August 31, 2017 | N/A | Administrative Services Director | Sign-in sheets, agendas, and minutes |

| Strategic Goal Area 3 | | High Performing Culture and Workforce | | | |
|-----------------------------------|--|---|---|--|--|
| Specific Goal 3.1 | | Recruit, retain and support highly skilled and highly-qualified employees in the Murray County Public School System. | | | |
| Measurable Objective 3.1.1 | | Provide support for new teachers, new administrators, and Certification Waiver employees through comprehensive induction plans and strategic recruitment. | | | |
| | Actions, Strategies, Interventions | Timeline | Funding Sources, and Resources | Person(s) Responsible | Means of Evaluation |
| 3.1.1.1 | Provide support and training for new teachers with a summer orientation and year-long induction program. | Two Summer Days and Monthly Meetings after school hours | Assistant Superintendent of HR, Principals, and Coordinator of PD | Assistant Superintendent of HR and Coordinator of PD | Increase the percentage of teachers that return to Murray County Public Schools each school year. |
| 3.1.1.2 | Provide support for new principals and assistant principals with a year-long induction program. | Monthly Meetings after school hours | Assistant Superintendent of HR, Principals, and Coordinator of PD | Assistant Superintendent of HR | Increase the growth rate of new principals and assistant principals to the Murray County Public School System by showing improvement from a pre-test to a post-test. |
| 3.1.1.3 | Reduce the number of employees hired on Certification Waivers under the system’s Strategic Waiver Plan through strategic recruitment and employing highly-qualified employees. | Ongoing- Measured Annually on June 30 of each school year | BOE, Superintendent, Assistant Superintendent of HR, and Principals | Assistant Superintendent of HR | Reduce the percentage of Certification Waivers issued by the Murray County Public School System each school year. |

| Strategic Goal Area 3 | | High Performing Culture and Workforce | | | |
|-----------------------------------|--|--|---|---|--|
| Specific Goal 3.2 | | Improve a high performing culture and workforce in the Murray County Public School System. | | | |
| Measurable Objective 3.2.1 | | Encourage, recognize, and monitor personnel for strong attendance and work ethics. | | | |
| | Actions, Strategies, Interventions | Timeline | Funding Sources, and Resources | Person(s) Responsible | Means of Evaluation |
| 3.2.1.1 | Monitor employee attendance for the Murray County Public School System. | Principals/Supervisors monitor employee attendance daily along w/monthly progress monitoring. HR completes Leave Chart by July 30 of each school year. | HR | Principals, Supervisors, Assistant Superintendent of HR | Reduce the hours of leave annually with the goal of strategically improving employee attendance. |
| 3.2.1.2 | Evaluate employee attendance accordingly as part of the annual evaluation process. | Annually by June 30 of each school year | TKES/LKES, GTEP, Classified Employee Evaluation | Superintendent, Principals, Supervisors | Reduce the hours of leave annually with the goal of strategically improving employee attendance. |
| 3.2.1.3 | Supervisors will recognize all employees with perfect attendance. | Annually during Post-Planning and Pre-Planning (Convocation) | Department or School Level | Superintendent, Principals, Supervisors | Increase the number of employees recognized annually for having perfect attendance. |
| 3.2.1.4 | Recognize Teachers of the Year at an annual banquet. | Annually during the Fall of each school year | BOE | Directors of Elementary and Secondary Education | Increase the annual rating on the Teacher of the Year Banquet via the Teacher of the Year Feedback Survey. |

| Strategic Goal Area 4 | | Parent & Community Engagement | | | |
|-----------------------------------|---|---|---------------------------------------|------------------------------|--|
| Specific Goal 4.1 | | Increase stakeholder support and involvement | | | |
| Measurable Objective 4.1.1 | | Each school will annually involve community organizations with two of its school functions. | | | |
| | Actions, Strategies, Interventions | Timeline | Funding Sources, and Resources | Person(s) Responsible | Means of Evaluation |
| 4.1.1.1 | Disperse invitations for partnerships with specific schools (from district) | Each April | Cost of stamps and envelopes | District Office | Number of responses and organizations involved |
| 4.1.1.2 | Partner with an organization(s) for a parent night other than Open House. | 2017-2018 | Community organizations | School administrators | Sign-in sheets and agenda(s) |

| Strategic Goal Area 4 | | Parent & Community Engagement | | | |
|-----------------------------------|--|--|---------------------------------------|---|--|
| Specific Goal 4.2 | | Increase communication in social media | | | |
| Measurable Objective 4.2.1 | | Each school will continually update its school events weekly through social media. | | | |
| | Actions, Strategies, Interventions | Timeline | Funding Sources, and Resources | Person(s) Responsible | Means of Evaluation |
| 4.2.1.1 | Designate an employee in each school to be the Media representative | Weekly | N/A | Media representative | Following weekly updates on each social media site |
| 4.2.1.2 | Create a “needs” web page for each school to assist with students who have specific needs in each school | Monthly | N/A | Assigned counselor maintaining and updating the list on the website | Number of responses from the community |

| Strategic Goal Area 5 | | Fiscal Accountability | | | |
|-----------------------------------|--|---|---------------------------------------|---------------------------------|---|
| Specific Goal 5.1 | | Strengthen stewardship by ensuring efficient management of fiscal resources | | | |
| Measurable Objective 5.1.1 | | Maintain minimum fund balance of 5% of general fund budget at fiscal year end | | | |
| | Actions, Strategies, Interventions | Timeline | Funding Sources, and Resources | Person(s) Responsible | Means of Evaluation |
| 5.1.1.1 | Develop an annual spending plan for fund balance to align with system strategic plan | Fiscal year end | State and local funds | Executive Team and school board | Year end audit reports Moody's Rating |
| 5.1.1.2 | Prepare and present monthly financial reports to BOE during regularly scheduled meetings | Monthly | State and local funds | Finance Director | Year end fund balance DOE financial star efficiency rating |

| Strategic Goal Area 5 | | Fiscal Accountability | | | |
|-----------------------------------|--|---|---------------------------------------|--|--|
| Specific Goal 5.2 | | Develop and Maintain physical assets to ensure accountability and stewardship to stakeholders | | | |
| Measurable Objective 5.2.1 | | Implement an inventory process to align district resources by June 30, 2018 | | | |
| | Actions, Strategies, Interventions | Timeline | Funding Sources, and Resources | Person(s) Responsible | Means of Evaluation |
| 5.2.1.1 | Develop a process to ensure the best use of available assets and resources | Annually | Local, state and federal funds | Program Directors, principals and administrators | Year-end reports |
| 5.2.1.2 | Conduct audit of physical inventory and asset purchases | Annually | Local, state and federal funds | Program Directors, principals and administrators | High performance on audit at each school |