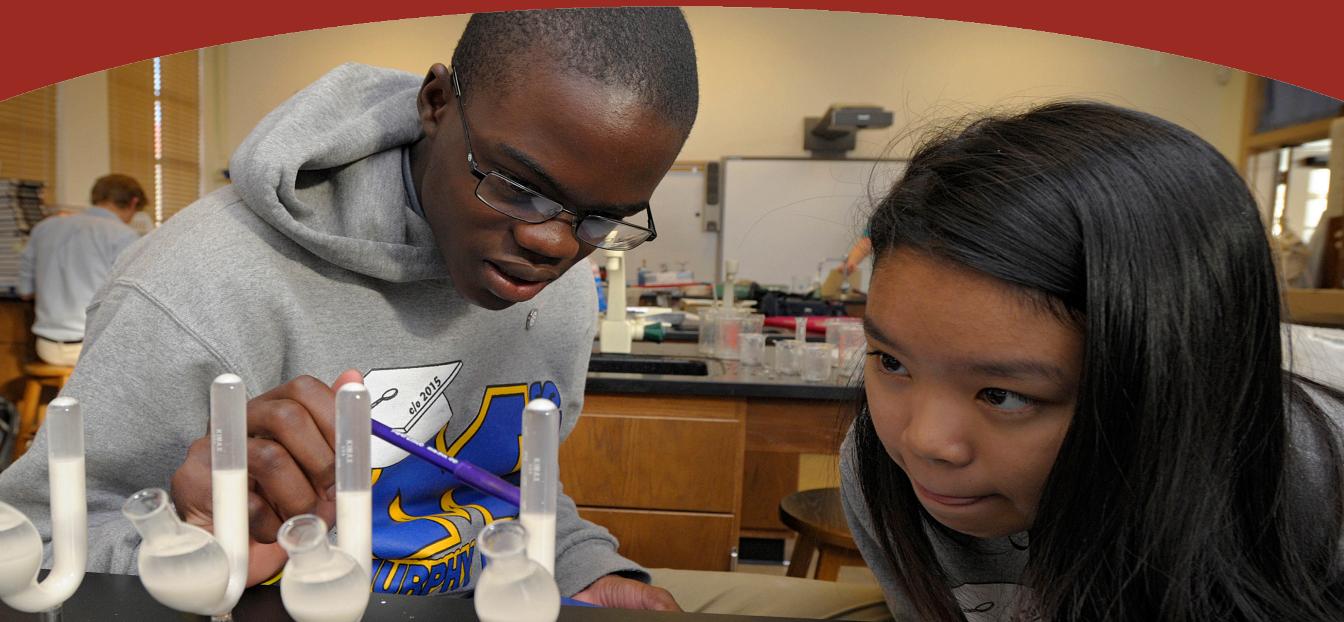


# Engaged Learners

Our goal: Graduate college and career ready students.



## **1. Provide curriculum, instruction and assessment practices that support teacher effectiveness and student learning.**

- Implement the pre-K-12 curriculum, instruction and assessment articulation, coordination and alignment redesign.
- Ensure equity in access to high-quality educational programs and instruction.
- Use data to identify appropriate intervention and support for students in need of remediation or enrichment.
- Continue the use of team visits to monitor classroom strategies, provide formative feedback and support teachers to improve instructional practice.
- Provide resources for students, parents and teachers to support student success.

## **2. Provide college and career readiness preparation for all students.**

- Provide curriculum that specifically prepares all students for post-secondary education and careers.
- Increase enrollment in courses that lead toward college readiness (honors and Advanced Placement classes in high schools).
- Expand access to higher education by amending MCPSS's high school portfolio requirement to include the completion of the Free Application for Federal Student Aid (FAFSA) and application for enrollment in at least one post-secondary institution.
- Fully implement the Alabama Career Planning System (ACPS).
- Ensure all students have a college and career pathway specific for their post-secondary plans.

- Develop and implement a comprehensive awareness program targeting students, families and community that emphasizes career pathways, college-articulated credit, college entrance, internships, cooperative work experiences, industry certification, pre-apprenticeship, dual enrollment and Signature Academies.

## **3. Differentiate the educational experience to effectively engage, appropriately challenge and ensure mastery for every student.**

- Provide multiple pathways to meet the graduation requirements.
- Extend learning time, learning opportunities and expanded resources to increase student achievement and embed professional development for teachers in those opportunities.
- Work with feeder patterns to support students as they move from one level of schooling to the next.
- Address performance gaps among children experiencing risk factors such as poverty, children who speak a language other than English at home, and children with identified disabilities or at risk for developing disabilities.
- Strengthen the use of prevention and early intervention strategies for pre-K through first-grade students at risk of low performance.



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# Quality Professionals

Our goal: Recruit, employ, develop and retain professionals who are effective in achieving our mission.



## **1. Engage Central Office employees in professional development related to district goals and expectations.**

- Train district personnel on the Strategic Direction and administer an annual strategic plan survey to support the system's vision for continuous improvement.
- Develop implementation plans that are aligned to and support the district's goals for continuous improvement as outlined in the strategic plan.
- Use a quarterly review process to monitor and report progress on the strategic plan to gain trust, promote constructive dialogue and determine success.
- Utilize Microsoft Office 365 to streamline processes, promote collaboration, house internal employee resources and increase transparency among departments and divisions.

## **2. Foster a culture of relevant and effective professional growth among all employees.**

- Provide a comprehensive employee induction and mentoring program for all new classified and certified employees.
- Improve employee effectiveness by providing time and support for all classified and certified

staff to engage in professional learning based on job responsibilities and individual needs.

- Standardize and communicate operating procedures to support collaboration, streamline processes and promote system effectiveness.
- Demonstrate the highest standard of professionalism and customer service.

## **3. Strengthen MCPSS's ability to attract, recruit and retain highly effective leaders, teachers and support staff through an efficient recruitment and hiring process.**

- Streamline the system's hiring process in light of changing technology and the skills of this generation of potential employees.
- Forecast needs, increase candidate pool and proactively plan for succession through collaboration with local schools and departments and staff positions that reflect the diversity of community.
- Develop a retention plan for employees in hard-to-fill areas.
- Provide leadership and training opportunities to support and identify the next generation of school and district leadership.
- Create a comprehensive HR dashboard for use by leadership and administration to monitor employee data.



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# Emerging Technologies

Our goal: Use emerging technologies to support teaching, learning and work.



## **1. Provide scalable infrastructure to support teaching, learning and operational needs.**

- Provide updated technology for needed equipment upgrades and keep infrastructure current.
- Provide a culture of research, development and testing for emerging technologies.
- Design and implement effective and efficient processes for selecting technology equipment and programs.

## **2. Provide and maintain multiple platforms to support teaching, learning and organizational needs.**

- Identify and provide access to data on all levels for on-time graduation and develop processes and tools for analyzing graduation metrics.
- Redesign MCPSS website for better dissemination of information.
- Provide technology for a safe online environment.

## **3. Provide and support end-user devices and software that adapts to technological change.**

- Provide technology for needed equipment upgrades and keep end-user devices current.
- Adopt a replacement cycle for hardware and software that supports emerging technologies and needs.
- Engage with school leadership to focus resources for the replacement of outdated technology devices.
- Provide emerging technology to support safe school campuses.



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# Operational & Support Systems

Our goal: Provide safe, supportive and equitable environments.



## **1. Remove barriers to student success.**

- Provide services to support the physical, social, emotional and academic needs of students.
- Realign fiscal, human and other resources to reduce barriers to student success.
- Increase partnerships with community agencies to provide assistance in identified areas of need.

## **2. Maintain facilities, services and equipment creating a safe, clean and healthy environment.**

- Set targets and track the participation rate of breakfasts and lunches served through CNP to increase the participation rate of meals served.
- Prioritize all maintenance work order requests made using the School Dude work order program according to classification

levels and address all work orders within the priority designation timeline.

- Implement and monitor school safety and crisis management plans in accordance with ALSDE guidelines.
- Enhance safety, accountability and efficiencies in transportation.

## **3. Ensure equitable access to support services and other resources.**

- Develop systematic processes for equitable and timely local, family and community support and services to students.
- Establish consistent procedures and facilitative means to track student progress.
- Ensure equity in capital spending with alignment to the ALSDE Capital Plan.
- Enhance construction and renovation planning processes through collaboration with city and county leaders to determine demographic shifts impacting long-term enrollment projections.



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# Sound Fiscal Management

Our goal: Manage financial resources responsibly and transparently.



## 1. Align resources for maximum impact on student learning.

- Ensure alignment of annual budget to the Strategic Direction.
- Ensure alignment of board items to the Strategic Direction.
- Develop and implement a program evaluation cycle to collect, analyze and evaluate student learning and operational data for expected outcomes and continuous improvement.
- Work collaboratively with Academic Affairs Division to determine funding for projects and initiatives as contained in the strategic plan.

## 2. Ensure financial stability and growth through effective stewardship of financial assets.

- Submit operating budget proposal that creates and maintains one month's operating balance.
- Provide financial information in a user-friendly and readily available format.
- Manage the system's finances and business operations in an exemplary manner as determined by programmatic needs and best

management practices.

- Design effective and efficient business processes and procedures for optimization of resources and results.
- Identify and implement innovative ways to eliminate waste and reduce spending to keep the system on a fiscally sustainable path.

## 3. Plan capacity for facilities and make design choices that are consistent with effective approaches to teaching, learning and the future of the school system.

- Follow the Alabama School Capital Planning Process (ASCPP).
- Create and implement an ALSDE Capital Plan prioritizing severe conditions based on needs and rationale as contained in the plan.
- Monitor operating and capital budgets to ensure results of operations align with planned budgets and ALSDE Capital Plan.
- Enhance construction and renovation planning processes through collaboration with city and county leaders to determine demographic shifts impacting long-term enrollment projections.



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# Community Partnerships

Our Goal: Communicate with employees and the community to inform, engage and ensure accountability.



## **1. Build community trust through timely and transparent communication.**

- Foster effective, timely, two-way external communication to engage parents, students, community members and others.
- Communicate transparently with stakeholders in various forms.
- Continue to promote the work we are doing in our schools through the “It Starts With Us” marketing campaign.
- Offer high-quality customer service throughout the district.

## **2. Engage the community through regular dialogue and sustainable partnerships.**

- Conduct public meetings, public hearings and surveys to gather community input; and host an annual State of the Schools address by the superintendent to inform the community about what is happening in our schools.
- Foster partnerships with business and industry, higher education and community

groups to work with our schools.

- Leverage partnerships to expose students to educational and career opportunities in Mobile County and beyond.
- Create a sense of pride in our schools throughout Mobile County.

## **3. Develop an internal communication plan that promotes a culture of pride and teamwork.**

- Promote a positive work culture where every employee understands that he or she has an important role supporting student learning and success.
- Utilize the strategic plan site in Office 365 to communicate and promote ownership of the MCPSS Strategic Direction. Involve all employees in the implementation of action plans using the tools and resources provided through Office 365.
- Employ a system of receiving feedback on job-related activities.
- Organize activities and events to encourage camaraderie among employees.



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