

APPROVED
UNION COUNTY SCHOOL BOARD
08-06-18
JKB



UNION COUNTY SCHOOL DISTRICT

Building The Future One Child At A Time

2018-2023

Union County School District

Strategic Plan

(5 year Plan)

Table of Contents

Table of Contents.....1
Letter from Superintendent.....2
Strategic Plan Members.....3
Board Members.....4
Mission.....5
Vision.....6
Union County Schools Goals.....7
Index of Goals.....8
Goal 1.....9-10
Goal 2..... 11-12
Goal 3.....13
Goal 4.....14-15
Goal 5.....16-18
Goal 6.....19
Goal 7..... 20-22
Goal 8..... 23-24
Goal 9..... 25-26

Letter from the Superintendent

The Union County School District has developed a five- year strategic plan. This plan will provide the district with guidance and direction to ensure stakeholders in the district that we have an understanding of what should be achieved and how it should be achieved in the next five years. This plan will serve as a guide for each person in the Union County School District.

The Union County School District is committed to success. We know there is a lot of work that needs accomplished in order to meet our goals outlined in this plan. However, through the commitment and dedication of our students, teachers, and with the support from our communities, we will be successful in meeting our goals.

Please join Union County in building the future one child at a time.

Ken Basil

Superintendent

Union County School District
Strategic Plan 2018-2023

Strategic Plan-A long-range guide detailing specific steps that the Union County School District will take to achieve its mission.

Committee:

Windy Faulkner-Assistant Superintendent

Tim Benjamin-Federal Programs/Technology

Russell Taylor-Principal

Leigh Akins-Assistant Principal/Parent

Ronnie Boyd-Testing Coordinator/Parent

Roben Denton-Assistant Principal/Parent

Daphnia McMillen-Board Member/Teacher

UNION COUNTY BOARD OF EDUCATION

UNION COUNTY, MISSISSIPPI

SUPERINTENDENT OF EDUCATION

Ken Basil

BOARD MEMBERS

Wayne Mahon - District 5

Daphnia McMillen - District 4

Mike Browning - District 3

Mickey Basil - District 2

Terry Cook - District 1

Phil Tutor - Board Attorney

Vision

Building The Future One Child At A Time

Mission

The Union County School District is a leader in educational excellence, which strives to provide opportunities for the academic success for its students while inspiring high expectations for all in a safe and orderly environment.

Goals

1. Improve student **achievement** through a guaranteed, viable curriculum for all students.
2. Ensure a **safe, secure, orderly environment** for all.
3. Further develop productive **community and parental partnerships**.
4. Develop strategies to increase the **graduation rate** and reduce the dropout rate.
5. Manage the system's **facilities** in a financially responsible manner in order to prepare for growth.
6. Develop principled, strong **instructional leaders**.
7. Recruit, develop, and retain a **workforce of individuals** committed to the districts mission and vision.
8. Provide **extra-curricular** opportunities that foster the personal growth of all.
9. Continuously replace and update **technology**.

1.Improve student achievement through a guaranteed, viable curriculum.

Objectives:

1.1 Increase student engagement.

Strategies:

1.1.1 Increase project-based learning.

1.1.2 Develop a process for implementing the Rigor/Relevance in instruction.

1.1.3 Academic Education staff will coordinate professional development focused on the strategies. Administrators will monitor and observe teachers to ensure classroom implementation.

1.1.4 Timeline-Continuous

1.2 Map a process for continuous improvement of instruction.

Strategies:

1.2.1 Identify & implement best practices

1.2.2 Stress the importance of the instructional design process

1.2.3 Redesign the lesson planning process to increase the rigor of instruction in all areas.

1.2.4 Academic Education staff and administrators will monitor to ensure success.

1.3 Infuse literacy across all content areas.

Strategies:

1.3.1 Expand the district literacy initiative.

1.3.2 Develop learning progressions across content areas.

1.3.3 Academic Education staff and administrators will monitor to ensure success.

1.3.4 Timeline – Continuous

1.4 Implement mathematics instruction initiative

Strategies:

- 1.4.1 Implement a district mathematics initiative.
- 1.4.2 Develop learning progressions across content areas.
- 1.4.3 Academic Education staff and administrators will monitor to ensure success.
- 1.4.4 Timeline – Continuous

2. Ensure a safe, secure, orderly environment for all.

Objectives:

2.1 Each school site administrator will collaborate with local Emergency Management Systems to establish action plans for all potentially dangerous situations and submitted to the district office.

Strategies:

2.1.1 Each building principal will maintain documentation of training and informing staff on applicable procedures. A copy of this documentation will also be provided to the district office prior to the beginning of each school year.

2.1.2 Each principal will maintain documentation of training and informing all staff on applicable procedures.

2.1.3 Timeline-Prior to the beginning of each school year the school and district review their plans and consult with local agencies to discuss any changes that may be necessary.

2.2 Bullying and harassment will not be tolerated by Union County School District.

Strategies:

2.2.1 All faculty and staff will be trained on the recognition and prevention of bullying and harassment.

2.2.2. Documentation of all reported bullying and harassment incidents will be maintained at each school site, and then forwarded to the district office.

2.2.3 Timeline-A review of this policy will be conducted with all staff during the staff development at the beginning of each year.

3. Further develop productive *community and parental partnerships.*

Objectives:

3.1 Continue to cultivate a partnership with parents and community to maximize the support of every school.

Strategies:

3.1.1 Increase opportunities for parent and community involvement through partnerships that supports school initiatives

3.1.2 Host a community wide meeting at a central location where teachers, administrators, and other stakeholders hold breakout sessions and/or question and answer forum covering various educational topics spanning several grade levels.

3.1.3 Superintendent, Assistant Superintendent, Principals, Assistant Principals, Director of Federal Programs and Literacy Coach will coordinate the meeting(s).

3.1.4 Timeline- Continue during the 2018-2019 school year. Evaluate effectiveness each year.

3.2 Survey parents on an annual basis to give parents a voice in public education

Strategies:

3.2.1 Use an online program to conduct an annual survey.

3.2.2 Analyze data to identify problems and improve parent relations.

3.2.3 Superintendent, Assistant Superintendent, Director of Federal Programs are to initiate the survey.

3.2.4 Timeline- Conduct surveys annually and analyze responses.

4. Develop strategies to increase the graduation rate and reduce the dropout rate.

Objectives:

4.1 Develop a comprehensive Pre-K program by 2023

Strategies:

4.1.1 Work with local day cares and Head Start to stress skills and prerequisites needed for incoming kindergarteners.

4.1.2 Work to secure grants or funding for a universal Pre-K program in Union County Schools.

4.1.3 Union County administrative staff will work to educate community on need for universal Pre-K funding by legislature.

4.2 The school district will work to train all staff on RTI and effective Scientific based interventions.

Strategies:

4.2.1 By 2019 all staff will receive updated RTI training.

4.2.2 By 2019 an effective RTI committee will be established at each school.

4.2.3 The behavioral component of RTI will be stressed with increased counseling for behavioral issues beginning in 2018-2019.

4.3 The Union County School District will employ methods to encourage each student.

Strategies:

4.3.1 A peer tutoring program will be developed at each Union County school by the 2019-2020 term.

4.3.2 A career coach will be employed to encourage student attendance and success.

4.3.3 Teachers will continue to prepare students using college and career ready standards.

4.3.4 Professional Development in 2018-2020 will be used to train teachers on student engagement and project based.

4.3.5 Each school will work to employ positive student behavior and recognition at each grade.

4.4 The Union County School District will work to educate staff, students, and community regarding statistics and dangers of dropping out of school.

Strategies:

4.4.1 A dropout powerpoint/video will be developed and shown at periodic parent meetings.

4.4.2 By 2019-2020 each school will develop an updated/comprehensive dropout prevention plan for the school

4.4.3 By 2018-2019 the Union County District website will contain a tab with each school's dropout plan.

4.4.4 All 9th and 10th graders will receive guest speakers regarding different occupations.

4.4.5 All 8th graders will attend the "Imagine The Possibilities Expo."

4.4.6 Students in grades 6-12 will participate in Career Cruising. An online system which allows the student to pick a career and learn more about it.

4.5 Offer multiple pathways for high school completion.

Strategies:

4.5.1 Successful training and implementations of all grading options set forth by Mississippi Department of Education.

4.5.2 Beginning in 2018-2019 an orientation will be held at each Union County school for incoming 9th grade students where graduation options will be chosen.

5. Manage the system's facilities in a financially responsible manner in order to prepare for growth.

Objectives:

5.1 Ensure on-going financial stability through comprehensive budgeting stability and control.

Strategies:

- 5.1.1 Create an interactive budgeting process with stakeholder input ensuring more budget stability and control.
- 5.1.2 Maintain a 15% district maintenance fund balance to protect the district from deficiencies in local, state, and federal funding.
- 5.1.3 Require investigation and collaborate on major technology purchases of equipment and programs to formulate an implementation plan that includes cost effectiveness, clear objectives, and measurable evaluation plans.
- 5.1.4 Develop an approval for purchases of fixed assets, bulk purchases, and purchases that require quotes, bids, etc.
- 5.1.5 Formulate a list of items that can be purchased in bulk quantities to formulate a district wide bid list.
- 5.1.6 Budget for facilities based on long-range plan
- 5.1.7 Continue and improve energy efficiency programs in all of our facilities as well as incorporate energy efficiency requirements into purchases included in the five year plan.
- 5.1.8 Develop a training system to ensure purchasing agents are aware of responsibilities and understand district purchasing goals.

5.2 Review and strengthen internal controls at all levels of the district.

Strategies:

- 5.2.1 Revise access rights for server drives and computer programs.
- 5.2.2 Formulate a plan with Internet Technology Department for the administration

and maintenance of access codes, username assignments, and password assignments.

5.2.3 Develop and implement a cross training plan for key positions.

5.2.4 Restructure organizational chart to reflect appropriate chain of command for fiscal and facility operations.

5.2.5 Perform annual audits of our schools which include the auditing of financial records, fixed assets, student data, and internal control procedures.

5.2.6 Provide bi-annual training to bookkeepers, administrators, and county office personnel as well as offer resources for continued education as well as new employee training.

5.2.7 Revise bookkeeper manual on an on-going basis and distribute to employees.

5.2.8 Formulate written financial close-out procedures for monthly, quarterly, and yearly processing.

5.2.9 Follow Technology Acceptable Use Policy and internal control purchasing procedures to protect the integrity of county owned electronic devices/computer equipment.

5.3 Establish more effective communication techniques both intra and interdepartmentally.

Strategies:

5.3.1 Continue to use the Marathon work order module for facility maintenance and technology.

5.3.2 Request designated personnel from each school site to hold specific facility maintenance responsibilities and communicate with the school to provide the necessary training to the designated personnel.

5.3.3 Establish a clear job description/communication system to streamline communications with schools and other departments.

5.3.4 Promote an atmosphere of collegiality where everyone should be able to work together and perform his or her duties at and across any level with a professional attitude to eliminate territorial issues.

5.3.5 Revise bookkeeper manual on an on-going basis and provide it for easy reference.

5.3.6 Provide bi-annual training to bookkeepers, administrators, and county office

personnel as well as offer a library of webinar training for continued education as well as new employee training.

5.3.7 Communicate job descriptions of bookkeepers to both bookkeepers and principals to insure bookkeeper duties are understood to be top priority by both parties.

5.4 Develop and implement a 5 year long range facility evaluation plan.

Strategies:

5.4.1 Assess and inventory current equipment and physical plant conditions using internal consultants to formulate a five year facility maintenance plan for equipment replacement and continued maintenance.

5.4.2 Coordinate development of long range technology plan with IT department.

5.4.3 Monitor student growth and demographic changes for new construction and facility enhancements and land purchases.

5.4.4 Ensure facility equity among schools as new facilities are built and renovated over time.

5.5 Identify and prepare for internal and external emergency situations and possible threats.

Strategies:

5.5.1 Maintain Marathon as to a web based system hosting our data to provide disaster recovery services. Ensure recovery by data stored at 2 offsite secure locations.

5.5.2 Maintain all business processes such as accounts payable, payroll, etc. to electronic processing.

5.5.3 Maintain adequate insurance coverage at replacement value and include coverage for specific non-traditional policies such as earthquake, flood, and terrorism insurance.

5.5.4 Coordinate with emergency management to formulate evacuation plans due to internal and external threats such as earthquakes, hazardous material spills, terrorist threats, etc.

5.5.5 Coordinate with the Center for Disease Control (CDC) and local health department to formulate emergency procedures for health related emergencies.

5.5.6 Coordinate with schools timeline for routine drills for tornado, fire, and bomb threats to ensure safety on the campus.

6. Develop principled, strong instructional leaders.

Objectives:

6.1 Organize structured study groups and administrative training activities to increase capacity.

Strategies:

6.1.1 Select professional literature and qualified speakers for Administrative Training.

6.1.2 Organize all professional development activities around three core beliefs:
Safety, Academics, and Extra-Curricular Activities.

6.2 Increase accountability for administrators.

Strategies:

6.2.1 Develop an accountability system that ensures the implementation of
Professional Learning Communities

6.2.2 Evaluate professional growth through the administrative evaluation tool

6.3 Maintain partnerships with universities and educational leadership programs.

Strategies:

6.3.1 Allow educational leadership students from local universities to complete
internships in Union County Schools.

6.3.2 Coordinate with local universities to provide on-site professional development
activities in areas of need.

6.3.3 Coordinate with professors of local universities to provide on-site coaching in
content areas.

7. Recruit, develop, and retain a workforce of individuals committed to the district's mission and vision.

Objectives:

7.1 Obtain 100% of teachers who are highly qualified.

Strategies:

7.1.1 Hire only persons who are endorsed in the subject area and grade level, which they are hired to teach.

7.1.2 Maintain copies of all personnel licensure and credentials in both district level file and a school file.

7.1.3 Require teachers who hold an emergency or interim license to obtain a standard license by the next fiscal school year after begin hired.

7.1.4 The personnel department and school principals will review endorsement areas of employees recommended for teaching positions.

7.1.5 Timeline – Continuously

7.2 Have 100% of all positions filled by the first day of school.

Strategies:

7.2.1 Create, list, and update all qualified applicants on Applicant Tracking or some other purchased computer-based system of organization from which administrators make selection.

7.2.2 The personnel department will enter all qualified applicants into the computer-based applicant pool.

7.2.3 Principals will review and select applicants from the computer-based applicant racking pool.

7.2.4 Timeline –Continuously

7.3 Revise selection practices for administrators to fill positions within their schools.

Strategies:

7.3.1 Encourage principals to select candidates from the UCSD applicant tracking pool.

7.3.2 Provide training to administrators to use the applicant tracking tool.

7.3.3 The UCSD personnel department will provide adequate training for the applicant tracking tool.

7.3.4 Once selected for a vacant position, applicants will complete a thorough background check and drug screening.

7.4.5 Timeline –Continuously

7.4 Ensure both employed and retired staff benefit packages will service employees to the highest extent.

Strategies:

7.4.1 Research and compare benefit options and/or plans.

7.4.2 Develop and maintain an employee committee that is representative of the entire district staff to evaluate and propose the benefit option and/or plan.

7.4.3 Employee services will maintain and advise the current Insurance committee, which is comprised of UCSD employees from various positions and schools within the district.

7.4.4 Timeline – Beginning in summer 2018 and continue each year a proven effective. Benefit products will be reviewed each year, so as to continue to offer staff the highest quality benefit packages.

7.5 Expand the new teacher orientation program to provide vital information that supports the vision and mission of the UCSD.

Strategies:

7.5.1 Continue to provide a new teacher orientation day prior to the beginning of each fiscal school year.

7.5.2 Develop a UCSD webinar/ and or power point presentation to be distributed to new employees for reference of the orientation day high-lights.

7.5.3 The UCSD personnel department, employee services, curriculum

coordinator, and technology coordinator will be responsible for developing the webinar/power point. Employee services will ensure new employees review the webinar/power point.

7.5.4 Timeline - Develop an implement the webinar/power point as part of the orientation program by July 2018. Webinar/power point to be updated annually.

8. Provide extra-curricular opportunities that foster the personal growth of all.

Objectives:

8.1 Enable pupils to explore a wider range of individual interests than might be available in their regular program of study.

Strategies:

8.1.1 Assess the needs and interests of the pupils in the district.

8.1.2 Ensure that all extra-curricular activities are open to all eligible pupils.

8.1.3 Ensure that all pupils are fully informed of the opportunities provided to participate in extra-curricular opportunities.

8.1.4 Timeline – Fall 2018 through 2023

8.2 Assist students in developing initiative and provide opportunities for the exercise of responsibility.

Strategies:

8.2.1 Ensure that students who participate in extra-curricular activities display the highest standards of conduct, sportsmanship, demeanor and citizenship.

8.2.2 Ensure that students who participate in extra-curricular activities model the components of character, including respect, trustworthiness, fairness, civility, and good citizenship.

8.2.3 Ensure that students contribute to maintaining a safe and orderly environment that is conducive to the activity, and respect other persons and property.

8.2.4 Timeline - The school planning council meets with administrators to receive their views and perceptions of the current year's progress against plan, as well as major strategic issues

8.3 Provide an atmosphere conducive to developing leadership capabilities and high- quality organizational skills.

Strategies:

- 8.3.1 Ensure the provision of competent guidance and supervision of staff.
- 8.3.2 Provide opportunities that simultaneously promote the development and growth of elements that make up leadership capability.
- 8.3.3 Provide opportunities that require team working skills, communication capabilities, leadership skills, and creative thinking.
- 8.3.4 Timeline - Administrators share potential strategic directions the council should consider for the remainder of the year.

8.4 Foster the development of useful new competencies in pupils that can potentially lead to the extension of career exploration.

Strategies:

- 8.4.1 Provide a variety of experiences and a diversity of organizational models.
- 8.4.2 Provide the continuing evaluation of the extra-curricular program and staff.
- 8.4.3 Provide opportunities that allow students to explore and challenge their physical, creative, social, political, and career interests.
- 8.4.4 Timeline - Stakeholders conduct year-end assessment of current year results against major goals and plans. Beginning May 2016 and continuing through 2021. (Principals)

8.5 Aid pupils in the development of appropriate social skills in different settings.

Strategies:

- 8.5.1 Provide opportunities that will allow students to use analytical skills and creative problem solving.
- 8.5.2 Provide opportunities that will teach students to work in teams and work cooperatively.
- 8.5.3 Ensure that activities allow students to meet and interact with peers who are involved in other activities.
- 8.5.4 Timeline - Using the Strategic Plan, annual surveys, and year-end assessments, as the institutional context, stakeholders will identify the major goals for the upcoming fiscal year. Beginning August 2018 and continuing through 2023.

9. Continuously replace and update technology.

Objectives:

9.1 Redesign and reconfigure the district in order to be a one to one district.

Strategies:

9.1.1 Redesign schools implementing a one to one initiative beginning in 3rd grade and working our way up to the high school level.

9.1.2 Timeline – Elementary schools will be complete by 2019. High schools will implement by 2020.

9.2 Create separate student networks within our schools in order to isolate the student traffic from the administrative traffic.

Strategies:

9.2.1 Due to technology of some wireless systems, this can be done within a wireless firewall or a combination of methods to assure security.

9.2.2 Timeline – The security issue will be solved by new technology in the equipment.

9.3 Implement a robust and secure wireless solution that will allow student access to the Internet in our schools.

Strategies:

9.3.1 Investigate additional vendors and products available in order to provide wireless access.

9.3.2 Visit other school sites that are using these products in order to make the final decision.

9.3.3 Purchase the needed equipment for a few schools and continue project as funds allow.

9.3.4 Timeline – Continuously working upon on from 2018 until 2023.

9.4 Increase funding of technology.

Strategies:

9.4.1 Request more funding for technology as a larger percent of our district budget.

9.4.2 Discuss with various community leaders for some sort of county or private sector aid in funding.

9.4.3 Timeline – Increase the technology budget to incorporate the one to one initiative.

9.5 Revise current district portable electronics policy to allow greater flexibility in classrooms for instructional purposes.

Strategies:

9.5.1 Create a panel of principals, teachers, and UCS Board employees to develop a new policy.

9.5.2 Present the new policy before the UCS Board of Education.

9.5.3 Publish a clear and precise policy for personal electronics in school.

9.5.4 Process will begin in the Fall of 2018.