



**FY 2017 – FY 2019**



***“Inspiring Excellence”***

**Superintendent *Wendy Bracey***

# Strategic Planning Team

**Strategic Planning Method:** *The following plan was derived from data collected and input from various stakeholders. This plan, is meant to be fluid in nature, and should be adjusted as new needs and challenges arise. At the heart of this document is the best interest of students and the community we serve. Goals were set by the school board and the strategies to meet those goals were aligned by Leadership and Administrative Teams. Decision making was shared by all stakeholders as consensus was established based off of identified needs.*

## Marion County School District: *Inspiring Excellence*

### 3 Year Strategic Plan 2016-2019

#### MISSION

*It is the mission of the Marion County School District to provide students with educational opportunities that will ensure success by creating a community of empowered, lifelong learners.*

#### MOTTO

*Inspiring Excellence*

#### GOALS

1. *All Students Proficient and Showing Growth in All Assessed Areas*
2. *Every Student Graduates from High School and is Ready for College and Career*
3. *Every Child Has Access to a High-Quality Early Childhood Program*
4. *Every School Has Effective Teachers and Leaders*
5. *Our Community will effectively use a World-Class Data System to Improve Student Outcomes*

6. *Maintain a safe, orderly culture that creates a positive experience for K-12 education*
7. *Operate an effective, efficient, and sound fund balance to ensure resources are distributed equitably, facilities are upgraded and updated, and a state-of-the-art technology infrastructure is maintained.*

<b>GOAL 1: All Students Proficient and Showing Growth in All Assessed Areas</b>					
<b>Strategies/Activities</b>	<b>Responsible</b>	<b>Resources</b>	<b>Timeline</b>	<b>Indicators of Success</b>	<b>Updates</b>
<b>Align</b> all <u>Screener Tools</u> K-12 (and compare with MAP testing data) and incorporate <u>data management</u> intervals for data-driven decision making that targets both bottom quartile interventions and upper quartile enrichment	Curriculum Director, Principals, Teachers, Instructional Coaches, and External Consultants: Bailey Group Impact, Kirkland, Renaissance	STAR, MWEA, Kirkland KOATS, MAP Results SATP Results	Fall 2016,  Ongoing: Fall, Winter, Spring	Screener Data, STAR Data, MAP Data, KOAT Data, PLC mins & PD documentation	2017 Reduce Screener and testing frequency  <b>Changes:</b> Drop --NWEA, Compass, Kirkland KOATS Add --iReady, Study Island, Case 21 (HS)
<b>Align</b> all <u>Progress Monitoring Tools</u> K-12 (and compare with MAP testing data) and incorporate <u>Data Management</u> intervals for data-driven decision making that targets both bottom quartile interventions and upper quartile enrichment	Administration, Principals, Teachers, and External Consultants: Bailey Group Impact, Kirkland,	Study Island, Kirkland KOATS, IReady Data MAP Results SATP Results	Fall 2016  Ongoing: Quarterly for Tier I, Bi-Quarterly for Tier 2, Bi-Monthly for Tier 3	Screener Data, Learning Outcomes Plots, STAR Data, MAP Data, KOAT Data, PLC mins & PD documentation	2017 reduce data intervals and  <b>Add --iReady, Case 21 (HS)</b>
<b>Correlate</b> Student <u>Classroom Grades</u> with Standards mastery through systematic intervals of scaffolded <u>Common Assessments</u> aligned with grade specific end-of-the-year external exams district-wide	Curriculum Director, Principals, Teachers	SAMS Spectra, Kirkland Consultants,	Ongoing: Bi-quarterly, Quarterly, Semesterly, Yearly	SAMS Spectra Reports, Screener Data, Learning Outcomes Plots,	Revisit for removal or new strategy alignment  <b>Changes:</b> Drop Common

				STAR Data, MAP Data, KOAT Data, PLC mins & PD documentation	Assessments and add Item Bank Resources (Linkit, EADMS.Case 21)
<b>Implement</b> a <u>Kinder Assessment Rubric</u> to be shared with parents for clearer focus on skill specific growth.	Curriculum Director, Principals, Teachers	SAMS Spectra K-Readiness Data	Fall 2016  Ongoing: Quarterly	Report Card Feedback form from parents, Year 2/3 correlation data analysis from student K-Readiness assessments	Upgrade to include <b>On Schedule</b>
<b>Conduct</b> <u>Progress Monitoring Audits</u> for each school that addresses: <ul style="list-style-type: none"> <li>● Screening Reliability/Integrity</li> <li>● Progress Monitoring Reliability/Integrity</li> <li>● <b>Early Warning System</b></li> <li>● RTI Effectiveness and Efficiency</li> <li>● Tier I Instructional Integrity Audit</li> <li>● Data Management</li> <li>● PBIS Documentation</li> <li>● SAMS SPectra Data</li> </ul>	Superintendent, Curriculum Director, SPED Director, Federal Programs Director, Principals, Teachers	Progress Monitoring Rubric, Supporting Data, Staff/STudent Survey (Google Forms)	Fall 2016  Ongoing: Quarterly	Progress Monitoring Rubric, Supporting Data, Staff/Student Survey (Google Forms)	<b>Changes:</b> Add Early Warning System
<b>Align</b> Curricula for each grade level both horizontally and vertically by <u>unpacking the College and Career Ready Standards K-12</u> into articulated units of instruction that <u>employ researched-based learning pedagogy</u> .	Superintendent, Curriculum Director, Instructional Coaches, Principals, Teachers, and Consultants: Kirkland, Harper, Bailey, Impact, MDE	MDE Standards Documents, <b>Interactive Curriculum Resource Binders</b> , Curriculum Resources provided by Kirkland, Harper, Impact and Bailey Data Analyses	Fall 2016  Ongoing: Bi-quarterly, Quarterly, Semesterly, Yearly	<b>Interactive Curriculum Resource Binders</b> , Unit Plans, Daily Learning Plans, Teacher-made assessments, Common Assessments, MSTAR Documentation, Instructional	<b>On Schedule</b>

				Walk-through Observation documentation	
<p><b>Establish</b> <u>growth targets</u> for each of the following assessed areas:</p> <ul style="list-style-type: none"> <li>● K-Readiness</li> <li>● 3rd Grade Reading Gate</li> <li>● MAP Assessments 3-10</li> <li>● 5th, 8th and Biology I Science</li> <li>● U.S. History</li> <li>● AP Exams</li> <li>● CPASS Exams</li> <li>● ACT</li> </ul>	Superintendent, Curriculum Director, Instructional Coaches, Principals, Teachers, and students	Title I plans, School Improvement Plans, School-wide Achievement Target Displays	Fall 2016, revised each year based on previous years targets/data	Title I plans, Professional Growth Model Plans, School Improvement Plans	On-Going: With adjustment needed through focused Title Planning

## Goal 2 Every Student Graduates from High School and is Ready for College and Career

Strategies/Activities	Responsible	Resources	Timeline	Indicators of Success	Updates
<p><b>Align</b> Curricula for each grade level both horizontally and vertically by <u>unpacking the College and Career Ready Standards K-12</u> into articulated units of instruction that <u>employ researched-based learning pedagogy</u>.</p>	Superintendent, Curriculum Director, Instructional Coaches, Principals, Teachers, and Consultants: Kirkland, Harper, Bailey, Impact, MDE	MDE Standards Documents, Interactive Curriculum Resource Matrix, ICP's Curriculum Resources provided by Kirkland, Harper, Impact and Bailey Data Analyses	Fall 2016  Ongoing: Bi-quarterly, Quarterly, Semesterly, Yearly	Interactive Curriculum Resource Matrix, ICP's Unit Plans, Anchor Text and Performance Task Continuums  Teacher-made assessments, Common Assessments,	On schedule  Change: Shift to Unit Planning aligned with MDE and all Curriculum Resources

				MSTAR Documentation, Instructional Walk-through Observation documentation	
<b>Redesign grades 6-8 curricula</b> to reflect a more rigorous learning path for students by <u>shifting down carnegie unit bearing classes</u> that are more aligned with MDE articulation recommendations for IHL and College Board Inclusiveness.	Superintendent, Curriculum Director, Instructional Coaches, Principals, Teachers, and Consultants: Kirkland, Harper	MDE Approved Courses Bulletin, IHL Course of Study Policy, MCSD Pathways to Graduation Policy	Fall 2016: Planning  Fall 2017: Implement  Summer 2018: Adjust	Master Schedule Training Documentation, Master Schedules compared, Personnel assigned and training documentation, PLC Documentation	On schedule
<b>Implement</b> <u>Pre-AP programs</u> that allow for higher level content and skills development at earlier ages at both schools.	Superintendent, Curriculum Director, Instructional Coaches, Principals, Teachers, and Consultants: Kirkland, Harper	College Board Pre-AP curricula (Springboard),	Fall 2016: Planning  Fall 2017: Implement  Summer 2018: Adjust	Master Schedule Training Documentation, Master Schedules compared, Personnel assigned and training documentation, PLC Documentation	On schedule
<b>Implement</b> a <u>district level focus on AP Programs</u> that allow for higher level content and skills development for both schools. <b><u>All student shall take AP exit exams and all results will be posted to each student's official transcript.</u></b>	Superintendent, Curriculum Director, Instructional Coaches, Principals,	College Board Curricula Guides for each subject/course,	Fall 2016: Planning  Fall 2017: Implement	College Board Approved Syllabii, Additional AP Certified Staff,	On Schedule



	Teachers, and Consultants: Kirkland, Harper		Summer 2018: Adjust		
<b><i>Revise and Implement</i></b> a <u>Dual Enrollment/Dual Credit program</u> that incorporates a Memorandum of Understanding with a local higher institute of learning through which student progress towards successful completion of those courses attempted is tracked for program monitoring and adjusting. <b><u>All students shall submit final performance results to homeschool for data tracking prior to grades being assigned to transcript.</u></b>	Superintendent, Curriculum Director, Principals, Counselors, Teachers, Students, IHL Board and Institution	Memorandum of Understanding with PRCC , MCSD Revised Dual Enrollment Policy exhibits for Dual Enrollment Application and Tracking Forms	Fall 2016: Planning  Fall 2017: Implement  Summer 2018: Adjust	Enrollment and documentation of courses completed.	On schedule
<b><i>Implement</i></b> a rigorous <u>ACT skills Enhancement Program</u> starting in grade 6 with scaffolded increase in intensity through grade 11.	Superintendent, Curriculum Director, Instructional Coaches, Principals, Teachers, and Consultants: Impact	ACT Resource Materials per Grade, Study Island, Consultant Materials: Kirkland, Impact	Fall 2016  Ongoing: Prior to each ACT test, Daily ACT Infusion	Daily Lesson Plans, Progress Monitoring Data, ACT assessment Data	Focus strategies on grades 6-9 with a review of procedures for 10-12  On Schedule
<b><i>Implement</i></b> rigorous career program curricula that <u>prepare students to pass national certification exams</u> for each course offered by the CTC.	Superintendent, Curriculum Director, CTC Director, CTC Teachers	MDE CTC curricula documents, CTC Certification Exams	2016-2019 Ongoing	Unit Lesson Plans, Universal Screeners and Progress Monitoring data for National Certification exams, Job Placement Data	On Schedule

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## Goal 3 Every Child has Access to a High-Quality Early Childhood Program

Strategies/Activities	Staff	Resources	Timelines	Indicators of Success	Updates
<i>Design and employ</i> a <u>rubric-based kindergarten grading tool</u> as part of a revision to policy IHA to monitor content and skills growth that is both student and parent friendly.	Curriculum Director, Principals, Teachers, Parent Liaison. Parents	Google,	Fall 2016  Ongoing: quarterly	Parent Training with documentation Parent Survey	On Schedule
<i>Foster</i> a <u>collaborative relationship</u> with Early Head Start.	Superintendent, Curriculum Director, Principals,		Fall 2016  Ongoing: revise each year accordingly	Improved Kinder readiness screeners results.	On Schedule Add: Excel by 5

## Goal 4 Every School has Effective Teachers and Leaders

Strategies/Activities	Responsible	Resources	Timelines	Indicators of Success	Updates
<i>Implement</i> a <u>Principal Learning Community Program</u> that focuses on the areas of: collaborative leadership, staff empowerment, instructional coaching, facilities management, data management, parental involvement, etc.	Superintendent, Curriculum Director, Principals, Consultants: Bailey Group MDE	Time, PD Materials, Each other, Professional Growth Model for Administrators	Fall 2016  Ongoing	PLC Documentation, Teacher Retention, Student Success,	On Schedule
<i>Empower</i> principals by allowing them to participate in a Principals' Institute as a	Superintendent, Curriculum	Federal Monies from Title I and	Summer 2017	Documentation from Institute,	On Schedule/Comple



<u>collaborative team.</u>	Director, Federal Programs Director	II		Collaborative Action Plan to Apply Skills learned	ted
<b>Maintain</b> an effective <u>Professional Learning Community for teachers</u> that focusing on pedagogical skills development, data management, and fostering a positive school culture.	Superintendent, Curriculum Director, Instructional Coaches, Principals, Teachers, and Consultants: Bailey Group Impact Kirkland Harper	Google, Federal Monies from Title I and Title II,	Ongoing	PLC Documentation	On Schedule
<b>Facilitate</b> multiple Professional Development Bananzas that are for teachers and conducted by teachers that target <u>Best Practices sharing that have high positive impact</u> on student achievement.	Superintendent, Curriculum Director, Instructional Coaches, Principals, Teachers	Google, Technology, Student work samples, supplies	Fall 2016 Spring 2017, Summer 2017, (repeat each year)	Conference- styled PD Programs, and evaluation summaries per session conducted	On Schedule
<b>Employ outside consultants</b> to <u>build the capacities of principals and teachers</u> at various grade levels in the following areas: <ul style="list-style-type: none"> <li>• Data management and decision making</li> <li>• Writing infusion across the curriculum</li> <li>• ACT infusion and enhancement</li> <li>• Scaffold ELA and MATH 3-12</li> <li>• Develop common assessments</li> <li>• Use technology to enhance learning</li> <li>• Cooperative Learning and Grouping 6-8</li> <li>• Vocabulary Infusion grades 6-8</li> </ul>	Superintendent, Curriculum Director, Instructional Coaches, Principals, Teachers. consultants: Kirkland, Bailey, Impact, Harper,	Google, Kirkland Curriculum and Assessment tool, U.S. History Resources, NWEA, Study Island, STAR, IReady, Super Klds,	Summer 2016  Fall 2016  Ongoing and Embedded with Yearly Monitoring and Adjusting	PD Documentation, Collaboratively made instructional resources, Consultant documentation and feedback	Completed 16-17  Change: Reduction in funding =reduction in consultants

	Google				
<b>Conduct Progress Monitoring Audits</b> for each school that addresses: <ul style="list-style-type: none"> <li>● Screening Reliability/Integrity</li> <li>● Progress Monitoring Reliability/Integrity</li> <li>● RTI Effectiveness and Efficiency</li> <li>● Tier I Instructional Integrity Audit</li> <li>● Data Management</li> <li>● PBIS Documentation</li> <li>● SAMS SPectra Data</li> </ul>	Superintendent, Curriculum Director, SPED Director, Federal Programs Director, Principals, Teachers	Progress Monitoring Rubric, Supporting Data, Staff/STudent Survey (Google Forms)	Fall 2016  Ongoing: Quarterly	Progress Monitoring Rubric, Supporting Data, Staff/STudent Survey (Google Forms)	On Schedule

**Goal 5 Our community will effectively use a world-class data system to improve student outcomes**

Strategies/Activities	Staff	Resources	Timelines	Indicators of Success	Updates
<b>Implement and Foster</b> parental engagement using SAMS Spectra to monitor student academic progress via Active Student.	Superintendent, Curriculum Director, Instructional Coaches, Principals, Teachers, SAMS Consultants	Local Monies	Fall 2016  Ongoing Staff, Parent and Student trainings twice per year	All staff actively using SAMS Spectra  80% usage by students and parents on Active Student	On Schedule
<b>Implement</b> Google as a means of daily operations to foster effective and efficient communication	Superintendent, Curriculum Director, Instructional Coaches, Principals, Teachers, Students, Google	Free	Summer 2016 Initial Training, Fall 2016 -- Follow-up trainings Google Usage integration	All staff consistently using basic google apps	On Schedule

	Consultants		fully by Spring 2016		
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**Goal 6 Maintain a safe, orderly culture that creates a positive experience for k-12 education**

Strategies/Activities	Staff	Resources	Timelines	Indicators of Success	Updates
<p><b>Implement and Empower</b> principals, teachers, and students through a <u>Positive Behavior and Intervention System</u> in each school focusing on the following:</p> <ul style="list-style-type: none"> <li>● PBIS plan for each site in play</li> <li>● student behaviors for all school areas</li> <li>● classroom procedures/expectations</li> <li>● learning engagement focused</li> <li>● Individualised Interventions (BIP)</li> <li>● Tier I, II, III strategies in play</li> <li>● Training for Staff, Students, and Parents</li> </ul>	Superintendent, Curriculum Director, SPED Director Principals, Teachers, Students, Parents	Donated Resources, School Funds, cost-free incentives	Fall 2016-- Implement  Quarterly-- Monitor and Adjust	Decrease in discipline referrals, improved attendance rates, improved graduation rates, improved school culture that is collaborative and supportive (Surveys)	On Schedule Changes: Add Early Warning System
<p><b>Implement</b> an <u>anti-bullying program</u> to promote positive school culture.</p>	Principals, Counselors, SRO's, and Teachers	Free Resources, School Funds, Donations	Ongoing: Fall, Winter and Spring Sessions and model lessons	Activities and lesson plans that have students model positive interaction techniques, Decreased	Needs Attention

				discipline referrals	
<b>Revise and update</b> MCSD <u>Crisis Management Plan</u> to include buses, safety protocols, and rubrics for drill effectiveness. <b>Conduct 3 external safety audits</b> to improve overall effectiveness of Crisis Plan, Facilities, and Daily Operational safety procedures.	Safety Director, Asst. Safety Director, Safety Teams for each site, Outside safety consultant	Local Monies	Ongoing: Fall, Winter, and Spring	Documentation of safety training, drills and external audits	On Schedule
<b>Maintain</b> <u>video cameras on buses and school buildings</u> to monitor safety/climate.	Administration, Technology, Contractors	School Funds	Ongoing	Camera documentation	On Schedule
<b>Employ</b> <u>School Resource Officers (SROs)</u> for East and West Campuses, and major extra-curricular events.	Superintendent, Administration, Law Enforcement	Local Funds, Law Enforcement Funds	Daily	SRO Activity Logs	On Schedule

**Goal 7 Operate an effective, efficient, and sound fund balance to ensure resources are distributed equitably, facilities are upgraded and updated, and a state-of-the-art technology infrastructure is maintained.**

Strategies/Activities	Staff	Resources	Timelines	Indicators of Success	Updates
<b>Conduct</b> a facilities needs assessment that will generate a <u>10 year Facilities Plan</u> to be included in budgetary planning and expenditures.	Superintendent, Curriculum Director, SPED Director, Federal Programs Director, Business Operations Director, Maintenance Director, Technology	School Budgets	2016 -- Conduct Needs assessment,  2017 -- Implement Year 1 of plan  Ongoing	Financial Planning Documents,  Facilities Needs Assessment,  Facilities upgrades and construction plans,	In progress

	Director School Board, Architect				
<p><b><u>Align Budgetary Planning and Expenditures</u></b> from all sources to maximize impact of student achievement including:</p> <ul style="list-style-type: none"> <li>● Local Monies</li> <li>● Outstanding notes</li> <li>● 16 Section</li> <li>● Federal IDEA Monies</li> <li>● Federal Title Monies</li> <li>● Contributions</li> <li>● School-level Fundraisers</li> </ul>	All school personnel	All budgets and planned expenditures including School-level items	Fall 2016,  Spring 2016 for upcoming FY year 2017	Financial Documentation from all sources, all school improvement planning that directly or indirectly impacts student achievement	On Schedule