

# MARION COUNTY BOARD OF EDUCATION

## 2015-2020 STRATEGIC PLAN



### GOALS TO SUCCESS

1. PROVIDE A QUALITY EDUCATION AND EXPERIENCES THAT ENHANCE AND ATTAIN HIGH STUDENT ACHIEVEMENT AND SUCCESS
2. INCREASE ACCESS, PROFICIENCY IN USE, SUPPORT, AND INTEGRATION OF TECHNOLOGY TO INCREASE STUDENT LEARNING
3. RECRUIT AND RETAIN EFFECTIVE, HIGHLY QUALIFIED TEACHERS, LEADERS, AND STAFF WHO ARE COMMITTED TO THE SUCCESS OF ALL STUDENTS
4. ENHANCE STUDENT LEARNING BY MAXIMIZING AVAILABLE RESOURCES

**PROVIDE A QUALITY EDUCATION AND EXPERIENCES THAT ENHANCE  
AND ATTAIN HIGH STUDENT ACHIEVEMENT AND SUCCESS**

<b>OBJECTIVE</b>	<b>STRATEGY</b>	<b>DATA POINTS</b>
Gap Closure	<ul style="list-style-type: none"> <li>*Inclusion/Collaboration-professional development for faculty and staff and increase number of students receiving services</li> <li>*ESOL Instruction</li> </ul>	Georgia Milestones: EOG EOC GAA
Gifted Program/Enrichment	<ul style="list-style-type: none"> <li>*Increase number of AP teachers/courses</li> <li>*Expand Scholars Academy</li> <li>*Redesign Middle School Gifted Program</li> <li>*Continue Art Program in Elementary and expand to MS</li> <li>*Add Music Program</li> </ul>	Number of AP teachers Number of AP courses offered Number of Scholars Academy courses Change in dynamics of MS Gifted Program
Increased test scores	<ul style="list-style-type: none"> <li>*Academic Coaches</li> <li>*Continue focus instruction at Elem.</li> <li>*Achieve to Succeed Program</li> <li>*Maintain reduced class sizes</li> <li>*Adhere to attendance protocol</li> </ul>	Georgia Milestones: EOG EOC GAA
Improve CCRPI	<ul style="list-style-type: none"> <li>*Academic Coaches</li> <li>*Continue focus instruction at Elem.</li> <li>*Achieve to Succeed Program</li> <li>*Maintain reduced class sizes</li> <li>*Adhere to attendance protocol</li> </ul>	CCRPI Score
Increase Graduation Rate	<ul style="list-style-type: none"> <li>*Implement JumpStart Program</li> <li>*Achieve to Succeed Program</li> <li>*Continue focus instruction at Elem.</li> </ul>	Graduation Rate

**INCREASE ACCESS, PROFICIENCY IN USE, SUPPORT, AND  
INTEGRATION OF TECHNOLOGY TO INCREASE STUDENT  
LEARNING**

<b>OBJECTIVE</b>	<b>STRATEGY</b>	<b>DATA POINTS</b>
<p>All students have equitable access to technology and use it to be actively engaged in learning</p>	<ul style="list-style-type: none"> <li>*Support schools to develop a system plan to transition to digital instructional resources and assessments</li> <li>*Invest in infrastructure and devices to support the transition</li> <li>*Implement BYOT and district-provided equipment</li> <li>*Provide digital content for students, along with professional learning for staff that supports integration of technology and development of technology proficiency</li> <li>*Work in partnership with parents, businesses, and community to further develop and provide technology resources for students in and outside of school</li> </ul>	<p>Infrastructure and access Classroom observations Lesson Plans Funding sources/financial records Professional Learning attendance Digital content availability and use</p>
<p>Technology is integrated into all areas of the district to transform practices and improve efficiencies</p>	<ul style="list-style-type: none"> <li>*Align technology implementation to support the district's curriculum goals, including workforce development support and online learning</li> <li>*Evaluate operational processes to eliminate unnecessary practices and enact supportive policies to take advantage of existing or emerging technologies</li> <li>*Full implementation of the Georgia NETS standards K-8</li> <li>*Implement Meetings Module of Eboard.</li> </ul>	<p>Classroom observations Lesson Plans</p>

**RECRUIT AND RETAIN EFFECTIVE, HIGHLY QUALIFIED TEACHERS,  
LEADERS, AND STAFF WHO ARE COMMITTED TO THE SUCCESS  
OF ALL STUDENTS**

<b>OBJECTIVE</b>	<b>STRATEGY</b>	<b>DATA POINTS</b>
<p>Minority Recruitment</p>	<ul style="list-style-type: none"> <li>*Establish standing recruitment committee</li> <li>*Recruitment Committee to attend variety of career fairs</li> <li>*FTA Club at the high school</li> <li>*Mentoring with 9<sup>th</sup> grade students with job promise</li> <li>*Educate those with degrees on how to obtain teaching certificate</li> <li>*Online degree initiatives</li> <li>*Obtain student teachers from HBC's</li> <li>*Partner with local alumni groups</li> </ul>	<p>By 2017, reach 21% state average of certified minority employees in education with concentration on hiring 2-4 minority teachers in the core academic areas, with 2020 goal attainment to be 43% or greater.</p>
<p>Sustainable workforce of committed, skilled, and productive employees</p>	<ul style="list-style-type: none"> <li>*Provide benefits and employee development opportunities in order to get and keep top talent</li> <li>*Identify, develop, and foster leadership at all levels</li> <li>*Promote effective and flexible utilization of human resources, encouraging best practice and innovation</li> <li>*Develop formal recognition systems aligned with system values and based on best practices</li> </ul>	<p>Salary and benefits study Increased pool of available candidates in hard-to-staff positions Increased retention of effective employees Increased pool of available high-quality school and system teachers and leadership candidates Improved alignment of human resources with student learning and school improvement goals Enhanced employee recognition Turn-over rates/Retention rates</p>
<p>All system employees are assessed for effectiveness and have an opportunity for progressive and personalized development</p>	<ul style="list-style-type: none"> <li>*Support full implementation of TKES and LKES</li> <li>*Provide development opportunities aligned with system and employee needs identified through annual needs assessment and teacher/leader evaluations</li> <li>*Foster, identify, and develop leadership at all levels</li> </ul>	<p>TKES/LKES Progression Reports Increased feedback to employees on performance objectives Expanded professional learning aligned to needs Increased performance ratings of employees</p>

## ENHANCE STUDENT LEARNING BY MAXIMIZING AVAILABLE RESOURCES

OBJECTIVE	STRATEGY	DATA POINTS
<p>Maintain a balanced budget and remain in compliance with accountability requirements</p>	<ul style="list-style-type: none"> <li>*Create an annual budget that supports district’s vision</li> <li>*Maintain a millage rate that is fiscally responsible to tax payers</li> <li>*Evaluate budget and communicate to stakeholders</li> <li>*Review state and federal compliance requirements, revising local procedures as necessary</li> </ul>	<ul style="list-style-type: none"> <li>Cost per pupil</li> <li>Year-end balance (reserves)</li> <li>Funding sources</li> <li>Millage rate</li> <li>General fund distribution</li> <li>External audit reports</li> </ul>
<p>Ensure all operational services effectively and efficiently deliver the highest quality products, resources, and services essential to student success</p>	<p><u>Food and Nutrition</u></p> <ul style="list-style-type: none"> <li>*Evaluate/monitor participation benchmarks</li> <li>*Ensure best practices are Implemented</li> </ul> <p><u>Transportation</u></p> <ul style="list-style-type: none"> <li>*Enhance bus safety by continuing bus driver and student training and community outreach</li> <li>*Ensure prompt delivery of students</li> </ul>	<p><u>Food and Nutrition</u></p> <ul style="list-style-type: none"> <li>Breakfast and lunch participation</li> <li>Free, reduced, and paying participation</li> <li>Five year Administrative Review</li> </ul> <p><u>Transportation</u></p> <ul style="list-style-type: none"> <li>Arrival times</li> <li>Bus accidents</li> <li>Transportation attendance</li> <li>Transportation usage and mileage</li> <li>Age of buses</li> </ul>
<p>District and schools communicate and work collaboratively with stakeholders to support student success in a safe environment</p>	<ul style="list-style-type: none"> <li>*Create, implement, and evaluate communication plans and safety plans</li> <li>*Utilize and diversify communication tools to reach specific stakeholders</li> <li>*Research and provide parent education resources</li> <li>*Establish, communicate, and utilize a continuous improvement plan</li> <li>*Provide opportunities for feedback</li> <li>*Expand and monitor partnerships with businesses and community leaders</li> <li>*Support professional development, training, and resources for staff members and encourage their use in order to build connections and partnerships in the community</li> <li>*Continue employing SRO and use him as a resource for staff, student, and parent safety education</li> <li>*Support building parent capacity within the schools</li> </ul>	<ul style="list-style-type: none"> <li>Print and electronic communication tools</li> <li>Media Coverage</li> <li>Partnerships and funding</li> <li>Work groups and advisory committees</li> <li>Marion County faculty, staff, administration, and board community involvement</li> <li>School parent resource centers</li> <li>School community involvement initiatives</li> <li>Decrease in number of occurrences of upper level discipline and/or safety incidences as defined in each school’s code of conduct</li> </ul>