

MARION COUNTY SCHOOLS STRATEGIC PLAN 2021-2025

Strategic Goal Area 1	LEARNING & GROWTH
Strategic Goal 1 Statement	MCS will provide the educational foundation and opportunities to accelerate all students and educators to achieve expected or high academic and professional growth.
Strategic Goal 1 Performance Measure	80% or greater on CCRPI Progress for the district

Measurable Objective 1.1		Increase the rigor of the curriculum.	
	Initiatives	Action Step(s)	Performance Measure(s)
1.1.1	Curriculum Maps	<ul style="list-style-type: none"> Create and implement curriculum maps that are aligned horizontally and vertically for the four core content areas: reading/language arts, math, science and social studies 	Curriculum Meeting Sign-in, Agenda, Minutes Curriculum Map Benchmark & GMAS Data
1.1.2	Differentiated Instruction (DI) & Response to Intervention (RtI)	<ul style="list-style-type: none"> Review, revise and implement DI at Tier 1 and system wide RtI guidelines 	GMAS Student Growth BM Student Growth Lesson Plans TKES TAPS #3, 4, 7 RtI files/data
1.1.3	#MARIONREADS	<ul style="list-style-type: none"> Increase use of literacy standards across all disciplines 	Lexile
1.1.4	Full STEM/STEAM Ahead!	<ul style="list-style-type: none"> Increase PBL and STEM/STEAM projects, classes, pathways Provide a STEM class taught by a certified STEM/CS teacher. 	STEM/STEAM Class offerings

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Measurable Objective 1.2		Increase student achievement and growth.	
	Initiatives	Action Step(s)	Performance Measure(s)
1.2.1	Intentional Teaching	<ul style="list-style-type: none"> Analyze system and school data to determine areas of potential growth and strength in order to develop plans for improvement and instruction 	CCRPI Content Mastery Student Growth
1.2.2	Reading Strategies	<ul style="list-style-type: none"> Implement two additional aspects of F&P— shared and interactive reading Schedule time and personnel for LLI 	BAS Data GMAS Data Lexile
1.2.3	Eureka Math	<ul style="list-style-type: none"> Extend Eureka Math to middle school 	Benchmark & GMAS Math Data
1.2.4	Professional Learning Communities	<ul style="list-style-type: none"> Train leaders Data analysis determines topics Offer intensive summer training Develop time in the calendar to provide professional development for all staff 	Personnel Survey PSC Goal Reflection

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Measurable Objective 1.3		Utilize and implement effective instructional practices.	
	Initiatives	Action Step(s)	Performance Measure(s)
1.3.1	High Impact Teaching Strategies (H.I.T.S.)	<ul style="list-style-type: none"> Implement a districtwide training on HITS 	TKES TAPS (#2, 3, 4, 5, 6, 7, 8)
1.3.2	Observations	<ul style="list-style-type: none"> Implement peer observations 	Debriefings
1.3.3	Innovative Teaching Spotlight	<ul style="list-style-type: none"> Create a space for teachers to share success stories with implementing innovative teaching strategies 	# Submissions/visits

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Measurable Objective 1.4		Close achievement gaps.	
	Initiatives	Action Step(s)	Performance Measure(s)
1.4.1	Data Talks	<ul style="list-style-type: none"> • Create data teams • Analyze and interrupt all sources of data • Plan intentional instruction 	CCRPI Performance Flags CCRPI Content Mastery Student Growth
1.4.2	ESOL	<ul style="list-style-type: none"> • Expand ESOL/Supplemental Instruction offerings • Increase the number of ESOL certified/endorsed teachers • Incorporate test prep platform 	EL Performance Flags Access Data / ELP
1.4.3	SWD Progress Monitoring	<ul style="list-style-type: none"> • Provide professional learning on progress monitoring of IEP/Transition goals • Analyze benchmark and progress monitoring in order to write and implement continuation of smart goals. 	SWD Performance Flags Compliance Report
1.4.4	Teaching Children with Poverty in Mind	<ul style="list-style-type: none"> • Continue poverty trainings • Continue trauma trainings • 2Gen Parent/Family Engagement Projects • Out of School Time Enrichment Program 	ED CCRPI Performance Flags Parent Survey Student Health Survey

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Measurable Objective 1.5		Foster social and emotional growth.	
	Initiatives	Action Step(s)	Performance Measure(s)
1.5.1	School-Based Mental Health Therapist	<ul style="list-style-type: none"> Recruit, develop and retain a highly qualified school-based mental health therapist Plan class, group and individual sessions 	Student Health Survey # of visits # of referrals
1.5.2	Second Steps	<ul style="list-style-type: none"> Secure grant Implement programs K-8 	Student Health Survey Discipline Referrals Lesson Plans / Class Visits
1.5.3	YouScience	<ul style="list-style-type: none"> Assess new enrollees and 6th graders Use YS results in one-on-one career counseling sessions Train select teachers to facilitate 	# of Career Sessions Student Health Survey Post-Secondary Stats

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Measurable Objective 1.6		Build staff capacity.	
	Initiatives	Action Step(s)	Performance Measure(s)
1.6.1	Professional Learning Communities (PLCs)	<ul style="list-style-type: none"> • Create PLC's on TEAMS • Train leaders • Offer Summer training • Develop time within the school calendar for professional learning for all staff • Require job-embedded learning 	Participation TKES TAPS Personnel Survey
1.6.2	Instructional Rounds	<ul style="list-style-type: none"> • Create instructional rounds team • Schedule and conduct weekly rounds • Schedule and conduct monthly feedback 	# rounds TKES TAPS Personnel Survey GMAS
1.6.3	Observations	<ul style="list-style-type: none"> • Implement peer observations 	Debriefings

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Strategic Goal Area 2	CULTURE & CLIMATE
Strategic Goal 2 Statement	MCS will provide a positive culture and climate that supports the academic, professional, social, emotional and health needs of all students and staff.
Strategic Goal 2 Performance Measure	Maintain 90% or better on Student Health Survey and Personnel Survey

Measurable Objective 2.1		Provide equitable and inclusive learning and work environments.	
	Initiatives	Action Step(s)	Performance Measure(s)
2.1.1	Cultural Competence Training	<ul style="list-style-type: none"> • Plan and conduct cultural competency and responsiveness training 	Health Surveys Personnel Surveys
2.1.2	Equitable Services	<ul style="list-style-type: none"> • Provide EL services • Provide 504 services • Provide IEP services • Provide Rtl services 	Compliance Report GMAS
2.1.3	Teaching Children with Poverty in Mind	<ul style="list-style-type: none"> • Continue poverty trainings 	ED CCRPI Performance Flags
2.1.4	Mindset Training	<ul style="list-style-type: none"> • Train staff on de-escalation and trauma 	Levels of Discipline Referral # of Discipline Referrals

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Measurable Objective 2.2		Increase purposeful school, home and community communication and partnerships.	
	Initiatives	Action Step(s)	Performance Measure(s)
2.2.1	Social Media	<ul style="list-style-type: none"> • Increase the district's social media presence • Increase parental participation (followers) 	Online traffic Parent Survey Stakeholder Survey
2.2.2	M-Proving	<ul style="list-style-type: none"> • Create team of community stakeholders • Form common goal • Plan initiative and action steps 	Meeting Sign-in, Agenda, Minutes Stakeholder Survey P-F-C Engagement
2.2.3	Get Marion Reading-Family Connections Restart	<ul style="list-style-type: none"> • Form task force • Implement The Basics • Increase literacy nutrition for the county 	Meeting Sign-ins, Agenda, Minutes # of enrolled and engaged households The Basics Survey

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Measurable Objective 2.3		Acquire, develop, and retain highly-qualified, capable and diverse staff for all positions.	
	Initiatives	Action Step(s)	Performance Measure(s)
2.3.1	Feel the Difference	<ul style="list-style-type: none"> • Revise recruitment campaign • Analyze salary and benefits for all positions from the RESA 	# of Recruitment Participants, Applicants, Interviews, Acceptances
2.3.2	Be the Difference	<ul style="list-style-type: none"> • Seek out relevant trainings for both district/school and individual staff member • Solicit feedback after each training • Evaluate implementation of learning • Offer areas of growth and strength • Provide ongoing support for new teachers and administrators through induction/mentoring program 	Training Survey Implementation Evaluation TKES TAPS Personnel Survey
2.3.3	Teach Marion	<ul style="list-style-type: none"> • Identify organizational qualities associated with retention • Develop strategies to retain staff • Assess all employees and provide progressive and personalized development. 	Retention Rate TKES Feedback & Growth

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Strategic Goal Area 3	OPERATIONAL EXCELLENCE
Strategic Goal 3 Statement	MCS will maintain a thriving workforce, optimal facilities and fiscal responsibility.
Strategic Goal 3 Performance Measure	Balanced Budget & 15% Reserve Maintain 90% on Personnel Survey 100% Facilities Compliance

Measurable Objective 3.1	Plan and adapt for growth and/or change.		
	Initiatives	Action Step(s)	Performance Measure(s)
3.1.1	State Facilities Plan	<ul style="list-style-type: none"> Assess current facilities Accurately plan and prioritize future facility needs to maximize state funding earnings 	Facilities Report Compliance Maintenance Reports & Expenditures
3.1.2	Technology Plan	<ul style="list-style-type: none"> Assess current technology inventory/use Accurately plan and prioritize future technology needs 	Technology Plan/Report Compliance Device Inventory Integration in Lesson Plans and Observations

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Measurable Objective 3.2		Ensure a systemic culture of safety.	
	Initiatives	Action Step(s)	Performance Measure(s)
3.2.1	Safety Plan	<ul style="list-style-type: none"> • Conduct an annual risk analysis • Update safety plan yearly with aid of GEMA and local law and safety personnel • Train staff accordingly • Conduct all required drill 	Safety Meeting
3.2.2	Centegix Emergency Communication System	<ul style="list-style-type: none"> • Install hardware • Train faculty and staff 	Training Completion Reports
3.2.3	Transportation Safety	<ul style="list-style-type: none"> • Adopt a bus replacement schedule • Conduct annual inspections • Continue advanced safety training for drivers and monitors • Provide monitors when needed 	Inspections Training Completion Report
3.2.4	Safe Schools Online Training	<ul style="list-style-type: none"> • Provide job-related training • Provide federal training 	Training Completion Reports

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Measurable Objective 3.3		Develop and sustain sound financial management practices, stability and efficiency.	
	Initiatives	Action Step(s)	Performance Measure(s)
3.3.1	Financial Review	<ul style="list-style-type: none"> Analyze expenditures for trends and spikes. Develop financial and debt plans based on priorities of the District Analyze procurement process for efficiencies and develop district-standardized procedures. 	Audit Findings
3.3.2	Program Audit	<ul style="list-style-type: none"> Identify internal controls weaknesses through review process Ensure the budgeted resources are aligned with district's goals and objectives, and are used in an efficient and effective manner. 	Audit Findings Financial Review
3.3.3	Fiscal Responsibility	<ul style="list-style-type: none"> Plan and allocate resources responsibly Establish and maintain 15% fund balance reserve Increase Financial Efficiency Star Rating 	Reserve Balance Financial Efficiency Rating

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Strategic Goal Area 4	TECHNOLOGY ACCESS & INTEGRATION
Strategic Goal 4 Statement	MCS will increase access, proficiency in use, support, and integration of technology to increase district performance and student achievement.
Strategic Goal 4 Performance Measure	Increase device access by 25%

Measurable Objective 4.1		Update and maintain equipment and infrastructure to support the integration of curriculum and technology	
	Initiatives	Action Step(s)	Performance Measure(s)
4.1.1	Upgrades	<ul style="list-style-type: none"> Upgrade virtual servers, switches, bandwidth, wireless capacity, and storage to meet growing demand 	Bandwidth
4.1.2	Curricular Technologies	<ul style="list-style-type: none"> Upgrade curriculum programs with virtual platforms when available Secure digital libraries Increase number of digital textbooks Plan single sign on options 	# of digital resources

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Measurable Objective 4.2		Provide all students equitable and seamless access to technology tools.	
	Initiatives	Action Step(s)	Performance Measure(s)
4.2.1	1:1	<ul style="list-style-type: none"> Secure devices for a 1:1 ratio Train students/parents in how to access tools on device 	Device Inventory and Use
4.2.2	Microsoft 365	<ul style="list-style-type: none"> Train teachers and admin in how to take full advantage of all 365 tools Train students and parents how to access 365 tools for learning 	Usage Report
4.2.3	Digital Tools	<ul style="list-style-type: none"> Secure digital library collection Provide digital content for students, along with professional learning for staff that supports integration of technology and development of technology proficiency Work in partnership with parents, businesses, and community to further develop and provide technology resources for students in and outside of school 	Lesson Plans Availability and Usage

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Measurable Objective 4.3		Integrate technology into all areas of the district to transform practices and improve efficiencies.	
	Initiatives	Action Step(s)	Performance Measure(s)
4.3.1	Online Learning	<ul style="list-style-type: none"> Secure an online learning platform that is aligned to standards while still being student/parent and teacher friendly 	Remote Learning Survey
4.3.2	Technology @ Work	<ul style="list-style-type: none"> Evaluate operational processes to eliminate unnecessary practices Enact practices to take advantage of existing or emerging technologies Implement Meetings Module of Eboard 	Personnel Survey