



3 Year Strategic Plan for Growth and Development 2025-2028

Marion County Board of Education Members

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Strategic Planning

Strategic Planning Method: *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 will be reviewed and set by the school board along with the strategies to meet those goals. Decision-making will be shared by all stakeholders as consensus will be established based on identified needs.*

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

Empowering children today for a better tomorrow.

GOALS

1. *Each school is provided the support and resources to allow them to be successful according to State Accountability data.*
2. *Increase and sustain graduation rates yearly to 90% for both high schools.*
3. *Continue to provide access to a high-quality early childhood education program.*
4. *Every school has effective teachers and leaders that use data to drive decision making to maintain high standards of teaching and learning.*
5. *Maintain safe and orderly schools and culture that creates a positive experience for K-12 education.*
6. *Ensure the District operates efficiently and effectively in regards to the management and use of financial resources, maintaining a sound fund balance, ensuring resources are distributed equitably, and facilities & buses are maintained and updated for the present and the future.*
7. *All students have access to high-quality Academics, Arts, and Athletics programming.*

GOAL 1: *Stay in the top levels of State Accountability by ensuring every classroom is teaching to proficiency of the standards & students showing growth in all assessed areas.*

Strategies/Activities	Responsible	Resources	Timeline	Indicators of Success
Continue utilizing our <u>Data Management SYSTEM</u> for data-driven decision-making that sets intentional growth targets for all students Identify all grade level groupings by standards and create a growth chart for each grade at each school to track ongoing progress with increasing growth targets.	Superintendent, Curriculum Director, RTI Coordinator, Principals, Teachers	iReady,ELS,	Ongoing	Screener/Diagnostic/ Benchmark Data, IXL Data MKAS Data MAAP Data, iReady Data, ACT Data, ACT Workkeys Data, Teacher-Created assessments, ELS Common Assessments
Continue <u>Progress Monitoring</u> - Utilize Common Assessments across subjects and grade levels to maintain pacing and rigor across every classroom in the District. Analyze data for RTI interventions.	Principals, Teachers	ELS	Ongoing	Screener Data, Learning Outcomes Plots, STAR Data, MAAP Data, Benchmarks Data, PLC mins & PD documentation
Continue to Monitor Pre-K targeting specific skill sets in preparation for kindergarten readiness.	Superintendent, Curriculum Director, ELC Coordinator, Principals, Teachers	K-Readiness Data	Ongoing: Quarterly	K-Readiness assessments and Screeners
Conduct <u>Progress Monitoring Audits</u> for each principal that addresses the following: <ul style="list-style-type: none"> • <i>Assessments and Planning</i> • <i>Progress Monitoring & Data Management</i> • <i>Early Warning System</i> • <i>RTI Effectiveness and Efficiency</i> • <i>Tier I Instructional Integrity Audit</i> • <i>PBIS Documentation</i> 	Superintendent, Curriculum Director, SPED Director, Federal Programs Director, Principals, Teachers	Progress Monitoring Rubric, Supporting Data, Staff/STudent Survey (Google Forms)	Ongoing: Quarterly	Progress Monitoring Rubric, Supporting Data, Staff/Student Survey (Google Forms)

Establish Yearly <u>Growth Targets</u> for each of the following assessed areas <ul style="list-style-type: none"> • <i>3rd Grade Reading Gate</i> • <i>MAAP and MAAP-A Assessments 3-10</i> • <i>5th Science, 8th Science, and Biology I</i> • <i>AP Exams</i> • <i>National Certification Exams</i> • <i>ACT/ACT WorkKeys</i> 	Principals, Teachers	Title I plans, School Improvement Plans, School-wide Achievement Target Displays	Ongoing: targets set and reset with each data set	Title I plans, Professional Growth Model Plans, School Improvement Plans, Data Management Growth Charts

Goal 2: Increase and sustain graduation rates to above tp 90%

Strategies/Activities	Responsible	Resources	Timeline	Indicators of Success
Counselors focus on educating and guiding students on the next step after graduation by scheduling regular meetings that focus on progress toward the students' plans after high school.	Counselors, Principals	Pathway data for each student in 11th and 12th grade.	August-May each year	Student surveys, graduation rates, college and job applications.
Offer the ASVAB to all 11th grade students to provide them with a quality aptitude assessment to allow them to understand their current strengths.	Counselors, Principals	Contact for ASVAB, Schedule	Fall 2025	Students taking assessment. Graduation rates
Establish teacher advisors for each student starting in 9th grade.	Principals, Teachers	Time to for quarterly meetings	August 2026	Student surveys Graduation rates.
Fast Track program for 7th and 8th grade students to get back on track for graduation	Alternative Director, Teacher	Teacher, software program	August 2026	Graduation rates, number of students back on grade level.

Goal 3: Every child has access to a high-quality early childhood program.

Strategies/Activities	Staff	Resources	Timelines	Indicators of Success
Maintain an effective Pre-K program through the <u>Early Learning Collaborative</u> . Monitor performance and enrollment targets. <ul style="list-style-type: none"> - Enrollment (every seat filled) - Student academic growth - 100% Kindergarten ready - Low teacher turnover - Efficient and effective use of ELC Funds 	(MCSD, CSD, MAP Headstart, My Luv DayCare,), MDE, Principals EXCEL by Five	Early Learning Collaborative Grant	Ongoing: quarterly	K-Readiness Data, Enrollment Data, Funding Balance Turnover rate
Add an additional Pre-K Class at WMP and EME.	Superintendent, School Board, Principals, ELC Coordinator, Principals	½ teacher salary, ½ assistant salary	August 2027	Classes added and filed.

Goal 4: Every school has effective teachers and leaders that use data to drive decision making to maintain high standards of teaching and learning

Strategies/Activities	Responsible	Resources	Timelines	Indicators of Success
<i>Maintain Professional Development that Builds the Capacity of Principals and Teachers</i> at various grade levels based on needs: <ul style="list-style-type: none"> • <i>Data management and decision making</i> • <i>Classroom Management/Culture</i> • <i>Writing infusion across the curriculum</i> • <i>ACT</i> • <i>Scaffold ELA and MATH 3-12</i> • <i>Develop common assessments</i> • <i>Use technology to enhance learning</i> 	Superintendent, Curriculum Director, Federal Programs Director, Principals, Teachers	Time on each Wednesday for PLCs, Title I PD Plans and Funding , SRESA, William Carey, Research based book studies	Ongoing bi-monthly	PLC Documentation, Teacher Retention, Student Success, Title I plans CEU Documentation

<ul style="list-style-type: none"> • <i>Hattie Evidence-based strategies</i> • <i>Cooperative Learning and grouping</i> • <i>Vocabulary Infusion</i> 				
<p><i>Maintain an effective <u>Professional Learning Community</u> for teachers that focuses on skill development, data management, and fostering a positive school culture through which teachers can obtain CEU's towards recertification. <u>Strands will be determined on real-time feedback from staff, student performance data, and school-based needs.</u></i></p>	Superintendent, Curriculum Director, Instructional Coaches, Principals, Teachers, William Carey University	Google, Federal Monies from Title I and Title II	Ongoing	PLC Documentation Teacher performance
<p><i>Continue our <u>Teacher Academy</u> for new teachers through which they complete book studies, and focus on best practices in teaching.</i></p>	Superintendent, Curriculum Director, Federal Programs Director	Google, Federal Monies from Title I and Title II, ESSER	Monthly	Course-based programming with a completion
<p><i>Conduct <u>Progress Monitoring Audits</u> for each school that addresses:</i></p> <ul style="list-style-type: none"> • <i>Screening Reliability/Integrity</i> • <i>Progress Monitoring Reliability/Integrity</i> • <i>RTI Effectiveness and Efficiency</i> • <i>Tier I Instructional Integrity Audit</i> • <i>Data Management</i> • <i>PBIS Documentation</i> • <i>SAMS SPectra Data</i> 	Superintendent, Curriculum Director, SPED Director, Federal Programs Director, Principals, Teachers	Progress Monitoring Rubric, Supporting Data, Staff/STudent Survey (Google Forms)	Ongoing: Quarterly	Progress Monitoring Rubric, Supporting Data, Staff/STudent Survey (Google Forms)

Goal 5: Maintain a safe and orderly culture that creates a positive experience for k-12 education.

Strategies/Activities	Staff	Resources	Timelines	Indicators of Success
<p><i>Continue a <u>Positive Behavior and Intervention System</u> with intentional targets of each school making PBIS Model School Status</i></p> <p><i>PBIS plan for each site in play</i></p> <ul style="list-style-type: none"> • <i>student behaviors for all school areas</i> • <i>classroom procedures/expectations</i> • <i>learning engagement focused</i> • <i>Individualized Interventions (BIP)</i> 	Superintendent, Curriculum Director, SPED Director, Principals, Teachers, Students, Parents	Donated Resources, School Funds, cost-free incentives	Implement Quarterly-- Monitor and Adjust	Decrease in discipline referrals, improved attendance rates, improved graduation rates, improved school culture that is collaborative and supportive (Surveys)

<ul style="list-style-type: none"> • Tier I, II, III strategies in play • Training for Staff, Students, and Parents 				
<p><u>Yearly Review and Update of the MCSD Crisis Management Plan</u></p> <p>Conduct yearly <u>external safety audits</u> to improve overall effectiveness of Crisis Plan, Facilities, and Daily Operational safety procedures.</p>	Superintendent, Asst. Superintendent, SROs, Principals	School Funds if applicable to correct issues found.	Ongoing: Fall, Winter, and Spring	Documentation of safety training, drills and external audits
<p><u>Maintain video cameras on buses and school buildings</u> to monitor safety/climate.</p>	Administration, Technology,	School Funds as needed to repair/replace	Ongoing	Camera documentation
<p><i>Add an additional SRO to WMP to better secure our campuses ?</i> (This has been brought to me by multiple community members and school personnel)</p>	Superintendent, School Board, Principal	Local Funds, Law Enforcement Funds	Fall 2026	Better security
<p><i>Maintain Clean, Safe, and Orderly Buildings</i> that are welcoming to employees, students, and visitors.</p>	Superintendent, Principals, Teachers, Maintenance Staff, Custodial Staff	Local funds	ongoing	Building evaluations

Goal 6 *Ensure the District operates efficiently and effectively in regards to the management and use of financial resources, maintaining a sound fund balance, ensuring resources are distributed equitably, and facilities & buses are maintained and updated for the present and the future.*

Strategies/Activities	Staff	Resources	Timelines	Indicators of Success
<p><u>Financial Cost Study</u> to determine areas of inefficiency and possible need of realignment of funds to <u>improve operational efficiency</u> that allows us to continue to meet our goals for the future while keeping the district in a good financial situation.</p> <ul style="list-style-type: none"> • <i>Administrative Cost per student per grade span analysis</i> 	Superintendent, Leadership Staff, School Board, External Consultant (Bonnie/Excellence Group)	Consultant Services	Continuous	Audit with recommendations for improvement of operational efficiency

<ul style="list-style-type: none"> • <i>District Administration analysis</i> • <i>Teacher/student ratio analysis</i> • <i>Digital Resource Plan</i> • <i>Maintenance and Operations</i> <ul style="list-style-type: none"> ○ <i>Bus fleet</i> ○ <i>Bus Routes</i> ○ <i>Facility Maintenance</i> • <i>Food Services</i> • <i>Business Office</i> <p><i>Effectively utilize all funding sources and Align Budgetary Planning and Expenditures to maximize impact of student achievement. Budget Planning for each fiscal year.</i></p>	<p>Superintendent, Leadership Staff, School Board, Financial Director, External Consultant (Bonnie/Excellence Group) as needed</p>	<p>All budgets and planned expenditures including School-level items</p>		<p>Financial Documentation from all sources, all school improvement planning that directly or indirectly impacts student achievement</p>
<p><i>Develop a <u>FacilitiesUpdate/Expenditure Plan</u> that includes budgetary planning and expenditures. Set priorities across each campus.</i></p> <p><u>Priorities:</u> <i>Roofs, Repair Construction/Upgrades. Buses (Fleet replacements and repairs)</i></p> <p><i>Other specific areas/projects?</i></p>	<p>Superintendent, Assistant Superintendent School Board, Architect/Contractors</p>	<p>District Budgets</p>	<p>2025-2028</p>	<p>Financial Planning Documents,</p> <p>Facilities Needs Assessment,</p> <p>Facilities upgrades and construction plans,</p>

Goal 7 All students have access to high performing Academic, Art, and Athletic programming.

Strategies/Activities	Staff	Resources	Timelines	Indicators of Success
ACADEMICS				
Establish academic competition teams such as Math Bowl, Scholars Bowl, etc teams to compete at regional competitions.	Superintendent, Curriculum Director, , Principals, Teachers/sponsors	Practice Materials Transportation	Fall 2026	Students and competitive league
Continue to support STEM/STEAM programming in schools.	Superintendent, Curriculum Director, Principals, Teachers, MDE, and local universities	STEM/STEAM Materials, Instructional Materials	2025-2028	Utilize grant funding, align with MDE, monitor
Explore options to <u>Add Academic Extracurricular Activities</u> based on student interest, costs, and available funding. <ul style="list-style-type: none"> • <i>Speech and Debate</i> • <i>Theater</i> • <i>Poetry Club</i> • <i>Literature Club</i> • <i>Science Fair</i> 	Superintendent, Teacher advisory council, stakeholders, principals, School Board, students, teachers	Possible funding to support	2026 School year	
Maintain a Partnership with the Mississippi ARTS Commission Artist Rosters <ul style="list-style-type: none"> • <i>Access to Professional Development</i> • <i>State Level Participation and Recognition</i> 	Leadership Staff, School Board, MAC, Whole School Institute	Consultant Services	2025-2028	
ATHLETICS				
Continue to support the current athletic programs at each school. Conduct a yearly review of each program. <ol style="list-style-type: none"> 1. <i>Number of students in each program</i> 2. <i>Student <u>Scholarships per program</u> offered/received</i> 3. <i>Facility maintenance</i> 4. <i>Practice schedules</i> 	Superintendent, Business Manager, Principals, Athletic Coordinators, Coaches,	Financial Reports. Booster Club Financial Reports, Athletic Programs, MHSAA reports, Funding Options	2025 Ongoing at the end of each season for each sport	

5. <i>Off season workouts</i> 6. <i>Summer workouts</i> 7. <i>Competitiveness of each program</i> 8. <i>Operational Needs Assessment</i>				
Create an <u>Athletic Handbook</u> 1. <i>Rules and requirements to participate</i> 2. <i>Player conduct</i> 3. <i>Parent conduct</i> 4. <i>Coaches responsibilities</i> 5. <i>Conflict resolution process</i> 6. <i>Other policies and procedures</i>	Superintendent, Principals, Athletic Coordinators, Coaches	Google docs	July 2025	