

# *Strategic Plan*

## *2019 - 2024*



*“Where a Love of Learning Grows”*

# *Mission Statement*



*In partnership with the community, parents and students, the North Bolivar Consolidated School District is committed to excellence by challenging our students to achieve their highest potential and preparing our students to compete in and ever-changing global society.*

# *Vision Statement*



*The North Bolivar Consolidated School District is a place where all students are proficient and graduate college and career ready.*

## CORE VALUES



1. *Accountability for all*
2. *Safe and secure environment*
3. *Honesty and Integrity is the foundation of mutual respect*
4. *Culture and continuous growth and improvement*
5. *Commitment to collaboration, cooperation, and communication*
6. *Pursue academic excellence through quality instruction*

# Goals



## ***1: Academic Accountability: To ensure all students receive a quality education***

- **Objective A:** Increase the accountability rating of the district to a “C” or higher by the end of the 2019-2020 school year.
- **Objective B:** Strengthen principal and teacher quality, recruitment, and retention yearly,
- **Objective C:** Increase teacher attendance rate by 10% annually.
- **Objective D:** Increase student attendance rate by 10% annually.

## ***2: Unite our school communities***

- **Objective A:** Increase the number of parent/community members who are actively engaged in school activities by 5% annually districtwide.
- **Objective B:** Increase the number of community business partnerships annually districtwide.
- **Objective C:** Increase the number of parents who actively participates in PTA activities by 5% annually districtwide.

## ***3: Provide a safe and secure learning environment for our students and staff***

- **Objective A:** Reduce the number of discipline referrals by 10% annually.
- **Objective B:** Reduce the number of suspensions by 10% annually.
- **Objective C:** Reduce the number of work-related incidents by 10% annually.

## ***4: To ensure fiscal stability***

- **Objective A:** Maintain a 10% district maintenance fund balance to protect the district from deficiencies in local, state, and federal funding annually.
- **Objective B:** Implement the “Integrity” accounting system 100% districtwide.
- **Objective C:** The district will create a long-term financial plan by the end of school year 2019-2020.

## *Strategic Plan Committee Members*

*Maurice Smith, Superintendent*

*William Lucas, Board Member*

*Bobbie Moore, Curriculum/Testing Coordinator*

*Gared Watkins Sr., Federal Programs Director*

*Miranda Black-Williams, Federal Programs Administrative Assistant*

*Marilyn Starks, CCC Federal Programs Coordinator (Community Representative)/P16*

*Adera Thornton, Special Programs Director*

*Tommy Humphrey, Vice Mayor (Shelby)*

*Martha Jackson, Principal (Northside)*

*Austin Reynolds, Mr. Northside*

*Larriel Craig, Miss Northside*

*Briana Greyer, Student Council President*

*Xandra Brooks-Keys, Lead Teacher (Northside)*

*Dr. Elaine Baker, (Community Representative)*

*Doris Hall, Principal (Brooks Elementary)*

*Diane Douglas, PTA (Brooks Elementary)*

*Raquel Williams, Gifted Instructor*

*Montresia Cain, Principal (I. T. Montgomery)*

## ACTION PLAN

**Goal 1: Academic Accountability: To ensure all students receive a quality education**

- **Objective A:** Increase the accountability rating of the district to a “C” or higher by the end of the 2019-2020 school year.
- **Objective B:** Strengthen principal and teacher quality, recruitment, and retention yearly,
- **Objective C:** Increase teacher attendance rate by 10% annually.
- **Objective D:** Increase student attendance rate by 10% annually.

Action Items	Estimated Costs, Sources, or Resources	Person(s) Responsible	Timeline Checkpoints
<p>Analyze data of NBCSD to identify achievement trends for all students and subgroups to facilitate the development of flexible grouping to meet individual student needs.</p> <p>Expand vertical collaboration and communication between: teachers, administrators, counselors, instructional coaches, students, and parents.</p> <p>Establish regularly scheduled, focused visits within the schools.</p> <p>Provide school with district technical support in curriculum, safety, technology, and other areas</p>	<ul style="list-style-type: none"> <li>• Professional Development Funds</li> <li>• Title One Funds</li> <li>• State and Local Achievement Data</li> </ul>	<ul style="list-style-type: none"> <li>• Principal</li> <li>• District Support Staff</li> <li>• Counselors</li> </ul>	<ul style="list-style-type: none"> <li>• August, 2019 – ongoing</li> <li>• Progress Monitoring – biweekly assessment, nine-week benchmark tests, MAAP</li> <li>• Teacher and principal growth rubrics</li> </ul>

<p>that may affect student achievement.</p> <p>Build capacity in developing strong educational leaders.</p> <ul style="list-style-type: none"> <li>• Provide ongoing support to school leaders to ensure a focus on continuous school improvement</li> <li>• Provide leadership development workshops for school leaders and teachers</li> </ul> <p>Provide job-embedded professional learning opportunities for all.</p> <ul style="list-style-type: none"> <li>• A Professional Learning focus on the establishment of Professional Learning Communities (PLCs)</li> </ul> <p>Support learning for students in the bottom 25%, subgroups and those at risk of failure.</p>	<ul style="list-style-type: none"> <li>• Professional Development Funds</li> <li>• Professional Development Funds</li> <li>• Title One funds</li> <li>• Title One Funds</li> <li>• Disaggregated Assessment Data</li> <li>• MDE</li> <li>• MTSS Model</li> <li>• USA Test Prep</li> <li>• Study Island</li> <li>• MAP (NWEA)</li> <li>• CASE 21</li> <li>• I-Ready / Ready</li> </ul>	<ul style="list-style-type: none"> <li>• District Staff</li> <li>• Consultants</li> <li>• Out-of-district Technical Support</li> <li>• MDE</li> <li>• NISL</li> <li>• Principals</li> <li>• District Staff</li> <li>• School Leadership Teams</li> <li>• Department Chairpersons</li> <li>• Consultants</li> <li>• Administrative Team</li> <li>• School Leadership Teams</li> <li>• Department chairpersons</li> <li>• Consultants</li> </ul>	<ul style="list-style-type: none"> <li>• May, 2019 – ongoing</li> <li>• Biweekly / monthly meeting agendas, sign-in sheets, minutes</li> <li>• August, 2019 - ongoing</li> <li>• Classroom observations – Teacher growth Rubric</li> <li>• State and Local assessment data</li> <li>• August, 2019 – ongoing</li> <li>• Progress Monitoring – biweekly assessment, nine-week benchmark tests, MAAP</li> <li>• PD Analytic Reports</li> </ul>
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<p>Expand on current efforts to recruit, induct, and retain high quality teachers.</p> <ul style="list-style-type: none"> <li>• Improve induction and mentor programs for first and second year teachers.</li> </ul> <p>Continue to strengthen best practices in curriculum, instruction, and assessment.</p> <ul style="list-style-type: none"> <li>• Ensure curriculum maps are developed, aligned, and used for instructional planning.</li> <li>• Provide a common framework to identify best practices for instruction.</li> <li>• Use a systematic, balanced assessment system aligned to the standards</li> <li>• Expand and improve the use of technology for classroom instruction, differentiated instruction, and interventions.</li> <li>• Use observations and feedback to strengthen instruction</li> <li>• Use of Title One funds to facilitate collaboration and improve standards based instruction</li> </ul>	<ul style="list-style-type: none"> <li>• Title One Funds</li> <li>• Mentoring program</li> <li>• Local career Fairs</li> <li>• Sign on Bonuses / Incentives</li> <li>• PLCs</li> </ul> <ul style="list-style-type: none"> <li>• Professional Learning</li> <li>• Funds</li> <li>• School Improvement</li> <li>• Plans</li> <li>• Assessment Data</li> <li>• Title One Funds</li> <li>• Technology Devices</li> </ul>	<ul style="list-style-type: none"> <li>• Principals</li> <li>• Teacher Mentors</li> <li>• Department Chairpersons</li> <li>• District Recruitment Team</li> </ul> <ul style="list-style-type: none"> <li>• District Staff</li> <li>• Principals</li> <li>• Department Chairpersons</li> <li>• School Leadership Teams</li> <li>• Consultants</li> </ul>	<ul style="list-style-type: none"> <li>• June, 2019 – ongoing</li> <li>• Certified Teachers/staff Checklist</li> <li>• District Report Card</li> </ul> <ul style="list-style-type: none"> <li>• July, 2019 - ongoing</li> <li>• Observation Data</li> <li>• Curriculum Guides</li> <li>• State and local Assessment Data</li> </ul>
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<p>Increase student and teacher attendance</p> <ul style="list-style-type: none"> <li>• Communicate to parents the guidelines and expectations for student attendance.</li> <li>• Develop incentive programs to celebrate student/ staff attendance.</li> <li>• Monitor staff attendance.</li> <li>• Utilization of the AIM system to notify parents of tardies and absences.</li> <li>• Meet with students who have five or more unexcused absences.</li> <li>• Communicate to staff the importance of attendance.</li> </ul>	<ul style="list-style-type: none"> <li>• Attendance Data</li> <li>• Incentive program funding</li> <li>• Title One Funding</li> </ul>	<ul style="list-style-type: none"> <li>• Principals</li> <li>• Attendance Officers</li> </ul>	<ul style="list-style-type: none"> <li>• August, 2019 – ongoing</li> <li>• Attendance Data</li> <li>•</li> </ul>
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## ACTION PLAN

### *Goal 2: Unite our school communities*

- **Objective A:** Increase the number of parent/community members who are actively engaged in school activities by 5% annually districtwide.
- **Objective B:** Increase the number of community business partnerships annually districtwide.
- **Objective C:** Increase the number of parents who actively participates in PTA activities by 5% annually districtwide.

Action Items	Estimated Costs, Sources, or Resources	Person(s) Responsible	Timeline Checkpoints
<p>Increase parental and community involvement</p> <ul style="list-style-type: none"> <li>• Establish regular, meaningful communication between home and school.</li> <li>• Host district-wide parent / community forums</li> <li>• Schedule district-wide parent/teacher conferences</li> <li>• Invite parents to act as full partners in making district decisions that affect children and families.</li> <li>• Coordinate resources and services for families, students, and the school with community groups, including businesses, agencies, cultural and civic organizations, and colleges/ universities.</li> </ul>	<ul style="list-style-type: none"> <li>• Title One Funds</li> <li>• Parent Center</li> <li>• Active Parent (SAM)</li> <li>• Community/business partnerships</li> </ul>	<ul style="list-style-type: none"> <li>• Principal</li> <li>• District Support Staff</li> <li>• Counselors</li> <li>• Parent Liaison                             <ul style="list-style-type: none"> <li>• Community Stakeholders</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• August, 2019 – ongoing</li> <li>• AIM Notifications</li> <li>• Parent/teacher Conference Sign in Sheets</li> <li>• Parental Involvement Meetings Sign-in Sheets, agendas</li> </ul>

<p>Increase community and business partnerships</p> <ul style="list-style-type: none"> <li>Partner with businesses to expand the use of engagement opportunities (internships, career pathways, apprenticeships, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>Title Funds</li> <li>Alternative Scheduling</li> <li>Community Stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Principals</li> <li>Teachers</li> <li>District Staff</li> <li>Counselors</li> <li>Parents</li> </ul>	<ul style="list-style-type: none"> <li>May, 2019 - ongoing</li> <li>Partnerships MOUs</li> </ul>
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**ACTION PLAN**

*Goal 3: Provide a safe and secure learning environment for our students and staff*

- Objective A:** Reduce the number of discipline referrals by 10% annually.
- Objective B:** Reduce the number of suspensions by 10% annually.
- Objective C:** Reduce the number of work-related incidents by 10% annually.

Action Items	Estimated Costs, Sources, or Resources	Person(s) Responsible	Timeline Checkpoints
<p>Enhance and maintain positive school cultures.</p> <ul style="list-style-type: none"> <li>Support the implementation of a Positive Behavior Intervention System (PBIS).</li> <li>Utilize and support the alternative school setting and in-school suspension</li> </ul>	<ul style="list-style-type: none"> <li>Title One Funds</li> <li>School Status Data System</li> <li>Responsive Classroom</li> <li>Community/business partnerships</li> </ul>	<ul style="list-style-type: none"> <li>Principal</li> <li>District Support Staff</li> <li>Counselors</li> <li>Parent Liaison</li> </ul>	<ul style="list-style-type: none"> <li>August, 2019 – ongoing</li> <li>Discipline Data</li> <li>Accident Reports</li> <li>Safety Drills</li> <li>PD / Training evaluations,</li> </ul>

<p>program</p> <ul style="list-style-type: none"><li>• Support character education program.</li><li>• Implement and support programs to celebrate students' success.</li><li>• Analyze discipline data to determine and address school culture issues.</li><li>• Continue comprehensive safety planning and training, regular practice drills, and monitoring of procedures.</li></ul>		<ul style="list-style-type: none"><li>• Community Stakeholders</li></ul>	<p>Sign in Sheets. agendas</p>
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## ACTION PLAN

**Goal 4: To ensure fiscal stability**

- **Objective A:** Maintain a 10% district maintenance fund balance to protect the district from deficiencies in local, state, and federal funding annually.
- **Objective B:** Implement the “Integrity” accounting system 100% districtwide.
- **Objective C:** The district will create a long-term financial plan by the end of school year 2019-2020.

Action Items	Estimated Costs, Sources, or Resources	Person(s) Responsible	Timeline Checkpoints
<p>Maintain the district fund balance to protect from deficiencies in local, state, and federal funding.</p> <ul style="list-style-type: none"> <li>• Create an interactive budgeting process with stakeholder input ensuring more budget stability and control.</li> <li>• 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.</li> <li>• Establish an approval system whereby provisions are made for position requests at the finance level to ensure financial</li> </ul>	<p>District and school budgets</p>	<p>Business Manager Superintendent Deputy Superintendent Principals Programs Directors</p>	<p>July, 2019 - ongoing</p>

<p>resources are available and that the job position be created and announced before the position is considered available.</p> <ul style="list-style-type: none"><li>• Develop an approval hierarchy that includes the Purchasing Department for purchases of fixed assets, bulk purchases, and purchases that require quotes, bids, etc.</li><li>• Utilize enrollment data, needs assessment data, etc. to determine staffing and school resource needs</li></ul>			
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**NORTH BOLIVAR  
CONSOLIDATED SCHOOLS  
STRATEGIC PLANS**

I. T. Montgomery Elementary  
School



Northside High School



Brooks Elementary School





*I.T. Montgomery Elementary School  
Strategic Plan/Improvement Plan  
2019-2024*



*"Baby Gators"*

### VISION STATEMENT

The North Bolivar Consolidated School District is a place where all students are proficient and graduate college and career ready.

### MISSION STATEMENT

In partnership with the community, parents and students, the North Bolivar Consolidated School District is committed to excellence by challenging our students to achieve their highest potential and preparing our students to compete in and ever-changing global society.

1. Accountability for all
2. Safe and secure environment
3. Honesty and Integrity is the foundation of mutual respect
4. Culture and continuous growth and improvement
5. Commitment to collaboration, cooperation, and communication
6. Pursue academic excellence through quality instruction

## *Mission Statement of I.T.M.*

*To impart a quality education to all students by providing rigorous instruction from teachers, fair practices by administrators, a collaborative partnership with parents, and support from community stakeholders so that all students are college and/or career ready, advancing I.T.M to “A” school status by “Exhibiting and Expecting Excellence”.*

## *Vision Statement of I.T.M.*

*To educate all students with the character and academic prowess to succeed in the intellectual, social, emotional, behavioral and physical aspects of life in competing and succeeding in the 21<sup>st</sup> century.*

*Theme:*

*EXHIBIT AND EXPECT EXCELLENCE*

# ***Goals:***

## ***1. Academic Accountability: Accountability for all***

Objective A: Increase the accountability rating of I.T. Montgomery Elementary School by the end of the 2019-2020 school year.

Objective B: Strengthen principal and teacher quality, recruitment, and retention yearly.

Objective C: Increase teacher attendance rate by 25% annually.

Objective D: Increase student attendance rate by 25% annually.

## ***2. Communication and Collaboration: Commitment to collaboration, cooperation, and communication***

Objective A: Increase the number of parent/community members who are actively engaged in school activities by 15% annually school wide.

Objective B: Increase the number of community business partnerships annually districtwide.

Objective C: Increase the number of parents who actively participates in PTA activities by 20% annually.

## ***3. Safety: Safe and Secure environment***

Objective A: Reduce the number of discipline referrals by 25% annually.

Objective B: Reduce the number of suspensions by 25% annually.

Objective C: Reduce the number of work-related incidents by 25% annually.

## ***4. Finance: To ensure fiscal stability***

Objective A: Maintain a 100% district's maintenance fund balance to protect the district from deficiencies in local, state, and federal funding annually.

Objective B: Implement the "Integrity" accounting system 100% districtwide.

Objective C: Create a long-term district financial plan by the end of school year 2019-2020.

## ***ACTION PLAN FOR GOAL 1***

### ***GOAL 1: Academic Accountability: Accountability for all***

Objective A: Increase the accountability rating of I.T. Montgomery Elementary School by the end of the 2019-2020 school year.

Objective B: Strengthen principal and teacher quality, recruitment, and retention yearly,

Objective C: Increase teacher attendance rate by 25% annually.

Objective D: Increase student attendance rate by 25% annually.

<b>Action Items</b>	<b>Sources or Resources</b>	<b>Person(s) Responsible</b>	<b>Timeline Checkpoints</b>
<p>-----A &amp; B -----</p> <ul style="list-style-type: none"> <li>*Increase the number of highly qualified teachers.</li> <li>* Recruit and retain highly qualified teachers.</li> <li>* Increase the number of students reading on or above grade level by the end of the 3<sup>rd</sup> grade by 25%.</li> <li>*Provide quality instruction, timely interventions, effective assessments, and timely feedback.</li> <li>*Invest in current staff to complete teacher alternate route preparation programs.</li> <li>* Provide and send teachers to workshops on passing Praxis I and II or ACT.</li> <li>* Attend teacher recruitment fairs.</li> <li>*Retain current highly qualified staff.</li> <li>Allow ALL teachers to attend conferences in</li> </ul>	<ul style="list-style-type: none"> <li>-Recruitment/retention programs/professional development</li> <li>-Provide consistent and effective professional development for teachers on and off site. - iReady, Study Island, Computers, Smart Boards, Leveled Readers, STC-Accelerated Reading, CASE21(eadms)</li> <li>-Grown your own initiative</li> <li>- Disaggregated State Assessment Data</li> <li>-MDE testlets and test items</li> </ul>	<ul style="list-style-type: none"> <li>-Principal</li> <li>- District Staff</li> <li>- Teachers</li> <li>- Mentors</li> <li>-Lead Teachers</li> </ul>	<p>June/July/ October/ January/ March</p>

<p>individual and identified areas of needs</p> <ul style="list-style-type: none"> <li>* Identify assistant teachers who are interested in becoming certified teachers to start alternate route programs.</li> <li>*Provide training in quality instruction_for teachers, model lessons, team-teach, differentiate instruction, use assessment data to drive and modify instruction, and provide assessments with the rigor and alignment of the state assessment. *Increase the number of students proficient or above in reading.</li> <li>* Plan and support learning for students in bottom 25% subgroups, and those at risk of failure in all subject areas.</li> <li>*Increase the numbers of students proficient or above in <i>reading/mathematics/science</i></li> <li>* Use of MTSS (Multi-Tiered Support System) model to monitor and improve student achievement</li> <li>* Develop instructional plans that include remediation and enrichment activities.</li> <li>* Flexible grouping of students based on formative and summative assessments</li> <li>* Implement suggestions given by Teacher Support Team (TST) Interventionist.</li> <li>* Intentional, consistent, and on-going review and preparation for high-stakes tests</li> <li>*Facilitate weekly PLC meetings with focus on planning and Data analysis</li> <li>*</li> </ul>	<p>MTSS Model</p>		
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<p>-----C-----</p> <p>* Increase average daily teacher attendance.</p> <ul style="list-style-type: none"> <li>• Review and revise the attendance protocol for consistency.</li> <li>• Develop incentive programs to recognize and support staff.</li> <li>• Monitor staff attendance.</li> <li>• Communicate to staff the importance of attendance.</li> </ul>	<p>-SAMS attendance reports.</p> <p>-Incentives</p>	<p>-Principal</p> <p>-Secretary</p> <p>-Lead Teachers</p> <p>-Teachers</p> <p>-Parents/guardians</p> <p>-Federal Programs Director</p>	
<p>-----D-----</p> <p>*Increase Student Attendance.</p> <p>*Involve parents, guardians, grandparents, and teachers in an effort to increase attendance.</p> <p>*Reward students for perfect attendance weekly, monthly, and yearly.</p> <p>*Send letters home regarding tardiness and absences.</p> <p>*Use AIM system to notify parents of student absences.</p>	<p>-AIMS System</p> <p>-PBIS (attendance component)</p>		

## ***ACTION PLAN FOR GOAL 2***

### **Goal 2: Unite our school communities**

Objective A: Increase the number of parent/community members who are actively engaged in school activities by 15% annually school wide.

Objective B: Increase the number of community business partnerships annually districtwide.

Objective C: Increase the number of parents who actively participates in PTA activities by 20% annually.

Action Items	Sources or Resources	Person(s) Responsible	Timeline Checkpoints
<ul style="list-style-type: none"> <li>*Increase parental / community involvement</li> <li>*Establish regular, meaningful communication between home and school.</li> <li>*Re-establish PTA/PTO</li> <li>*Have parents serve on the following committees: Library, Federal Programs, Fundraising</li> <li>*Host district-wide parent / community forums</li> <li>*Maintain Parent Contact Logs</li> <li>*Allow teachers to keep written notes to document contact.</li> <li>*Parent/teacher Conference</li> <li>*Enlist parents to act as full partners in making school decisions that affect children and families.</li> <li>*Provide access to Active Parent.</li> <li>*Train parents on use of Active Parent.</li> </ul>	<ul style="list-style-type: none"> <li>-Title I Funds</li> <li>-Title I surveys</li> <li>-Community Stakeholders               <ul style="list-style-type: none"> <li>- SAMs</li> </ul> </li> <li>-DOJO or Remind 101, weekly newsletters</li> <li>- Computers</li> </ul>	<ul style="list-style-type: none"> <li>-Principals</li> <li>-Teachers</li> <li>- District Staff</li> <li>-Lead Teachers</li> <li>-Community Stakeholders</li> </ul>	<p>August – May</p>



## ***ACTION PLAN FOR GOAL 3***

### **Goal 3: Provide a safe and secure learning environment for our students and staff**

Objective A: Reduce the number of discipline referrals by 25% annually.

Objective B: Reduce the number of suspensions by 25% annually.

Objective C: Reduce the number of work-related incidents by 25% annually.

Action Items	Sources or Resources	Person(s) Responsible	Timeline Checkpoints
<p>*Analyze and reduce the number of disciplinary referrals by having an active and effective PBIS system and Responsive Classroom Training.</p> <p>*Reduce the number of suspensions with PBIS with parental support, and outside agency supports.</p> <p>*Implement a Positive Behavior Intervention System (PBIS).</p> <p>*Expand character education program (Young Gentleman’s and Young Ladies Clubs)</p> <p>* Establish/Continue Drama Club, National Honor society and Beta Club.</p> <p>* Implement Responsive Classroom</p> <p>*Expand programs to celebrate students’ success.</p> <p>*Expand student leadership opportunities.</p>	<p>-Responsive Classroom Curriculum</p> <p>-Discipline Data (SAM 7)</p> <p>-Attendance Data (SAM 7)</p> <p>-Positive Behavior Intervention System</p>	<p>-Principal</p> <p>-Leadership Team</p> <p>-District Staff</p> <p>-Teachers</p> <p>-Students</p> <p>-Parents</p> <p>-Community Stakeholders</p>	<p>August – May</p>

***ACTION PLAN FOR GOAL 4***

**GOAL 4: Finance: To ensure fiscal stability**

Objective A: Maintain a 100% district’s maintenance fund balance to protect the district from deficiencies in local, state, and federal funding annually.

Objective B: Implement the “Integrity” accounting system 100% districtwide.

Objective C: Create a long-term district financial plan by the end of school year 2019-2020.

Action Items	Sources or Resources	Person(s) Responsible	Timeline Checkpoints
<p>*Utilize enrollment data, needs assessment data, etc. to determine staffing and school resource needs.</p> <p>*Utilize integrity to maintain accurate accounts of budget.</p> <p>*Utilize integrity for purchases.</p>	<p>-SAM7 (enrollment data) -Title I Survey Results -Integrity</p>	<p>-Principal -Lead Teachers  -District Office for building level assess</p>	<p>August – May</p>

*Strategic Planning Committee Members:*

Montresia Cain, Principal

Portia Burton, Reading interventionist

Nakeshia Fipps, Counselor

Ayana Norman, Leadership Team secretary

Lillian Richardson, Leadership Team

Addie Miller, Principal

LaKenya Evans, Lead Teacher

Yarkiema Doss, Lead Teacher

*Strategic Plan*  
*Brooks Elementary School*  
*2019-2024*



*“Success and Nothing Less”*

## VISION STATEMENT



Brooks Elementary is a place where all students are actively engaged in their own learning to be successful students and become responsible and productive citizens.

# MISSION STATEMENT



In partnership with the community, parents and students, Brooks Elementary is committed to excellence by challenging our students to achieve their highest potential and preparing our students to compete in and ever-changing global society.

# VALUES

1. Accountability for all
2. Safe and secure environment
3. Honesty and Integrity is the foundation of mutual respect
4. Culture and continuous growth and improvement
5. Commitment to collaboration, cooperation, and communication
6. Pursue academic excellence through quality instruction



## GOALS

### Goal 1: Accountability for All: To ensure all students receive a quality education

Objective A: Increase the accountability rating of Brooks to a “C” or higher by the end of the 2019-2020 school year.

Action Items	Estimated Costs, Sources, or Resources	Person(s) Responsible	Timeline Checkpoints
<ul style="list-style-type: none"> <li>• Increase proficiency levels in mathematics, ELA, and Science</li> <li>• Include remediation and enrichment activities in instructional plans</li> <li>• Flexible grouping of students based on formative and summative assessments</li> <li>• Implement suggestions given by Teacher Support Team (MTSS)</li> <li>• Bi-weekly PLC meetings with focus on planning and Data analysis</li> <li>• Expand and improve the use of technology for classroom instruction, differentiated instruction, and interventions</li> <li>• Teachers will implement learned instructional methods and assessments in their classrooms</li> </ul>	<p>Study Island STAR</p> <p>Disaggregated Assessment Data Title One Funds Observation Data Curriculum Guides Technology Devices</p>	<p>Principal District Staff Consultants Teachers Teacher Support Team</p>	<p>Bi-weekly and monthly meetings</p> <p>Planning Periods</p> <p>PLCs</p> <p>Faculty Meetings</p> <p>Professional Developments</p> <p>August-May</p> <p>State Test MAAP</p>



Objective B: Strengthen principal and teacher quality, recruitment, and retention yearly,

Action Items	Estimated Costs, Sources, or Resources	Person(s) Responsible	Timeline Checkpoints
<ul style="list-style-type: none"> <li>• Provide job-embedded professional learning and professional coaching.</li> <li>• Create school improvement teams focused on mentoring and teacher retention.</li> <li>• Provide and send teachers to workshops on passing Praxis I and II or ACT.</li> <li>• Attend teacher recruitment fairs.</li> <li>• Retain current highly qualified staff.</li> <li>• Allow ALL teachers to attend conferences in Their individual and identified areas of needs</li> </ul>	<p>Mentoring program            Teacher retention Sessions            PLCs            Title Funds</p>	<p>Principals            Teacher Mentors            Teacher Retention Team            Consultants</p>	<p>August – May            Principal/Teacher Evaluation</p>

Objective C: Increase teacher attendance rate by 10% annually.

Action Items	Estimated Costs, Sources, or Resources	Person(s) Responsible	Timeline Checkpoints
<ul style="list-style-type: none"> <li>• Develop incentive programs to celebrate staff attendance.</li> <li>• Monitor staff attendance.</li> <li>• Communicate to staff the importance of attendance.</li> </ul>	Attendance Data Incentive program Funding SAMS Report	Principal Lead Teacher Secretary	August – May Monthly Reports

Objective D: Increase student attendance rate by 10% annually.

Action Items	Estimated Costs, Sources, or Resources	Person(s) Responsible	Timeline Checkpoints
<ul style="list-style-type: none"> <li>• Utilization of AIM to notify parents of tardies and absences.</li> <li>• Meet with students who have five or more unexcused absences.</li> <li>• Communicate to parents the guidelines and expectations for student attendance.</li> <li>• Develop incentive programs to celebrate student attendance.</li> <li>• Supply parents with guidelines from the school nurse to help parents make decisions on when a child is too ill to attend school and when to return to school after an illness.</li> </ul>	<p>Attendance Protocol            Communication Plan            Attendance Data            Incentive program            Funding</p>	<p>Principal            Lead Teacher            Secretary            Parent Liaison            Attendance Officer</p>	<p>August – May            Monthly Reports</p>

**Goal 2: Unite our school communities**

Action Items	Estimated Costs, Sources, or Resources	Person(s) Responsible	Timeline Checkpoints
<ul style="list-style-type: none"> <li>• Establish regular, meaningful communication between home and school.</li> <li>• Host district-wide parent / community forums</li> <li>• Contact Logs</li> <li>• Parent/teacher Conference</li>   <li>• Invite parent/community stakeholders to act as full partners in making school decisions that affect children and families.</li> </ul>	<p>Title I Funds                      Assessment Data                      School Improvement Plans                      District Parent Center</p>	<p>Principals                      Teachers                      District Staff                      Counselors                      Parent Liaison                      Community Stakeholders</p>	<p>August – May</p> <p>Sign in Sheets</p>

Objective B: Increase the number of community business partnerships annually districtwide.

Action Items	Estimated Costs, Sources, or Resources	Person(s) Responsible	Timeline Checkpoints
<ul style="list-style-type: none"> <li>• Solicit community / school partnerships from various businesses through use of letters, emails, etc.</li> <li>• Establish an “Adopt – A- School” partnership with local businesses / community stakeholders.</li> </ul>	<p>Title Funds            Adopt-A-School            Guidelines            Community            Stakeholders</p>	<p>Principals            Teachers            Lead Teacher            Parents</p>	<p>August - May</p>

Objective C: Increase the number of parents who actively participates in PTA activities by 5% annually districtwide.

Action Items	Estimated Costs, Sources, or Resources	Person(s) Responsible	Timeline Checkpoints
<ul style="list-style-type: none"> <li>• Establish and maintain active PTAs</li> <li>• Solicit parents by sending home flyers, display flyers on the district's webpage and display flyers throughout the community</li> <li>• Have different grade levels to perform during PTA meetings</li> </ul>	<p>Community Stakeholders Title Funds</p>	<p>Principals Teachers District Staff Parent Liaison Community Stakeholders</p>	<p>August – May Sign in Sheets</p>

**Goal 3: Provide a safe and secure learning environment for our students and staff**

Objective A: Reduce the number of discipline referrals by 10% annually.

Action Items	Estimated Costs, Sources, or Resources	Person(s) Responsible	Timeline Checkpoints
<ul style="list-style-type: none"> <li>• Implement a Positive Behavior Intervention System (PBIS).</li> <li>• Expand character education program.</li> <li>• Expand programs to celebrate students' success.</li> <li>• Analyze discipline data to determine and address school culture issues.</li> <li>• Continue comprehensive safety planning, regular practice drills, and monitoring of procedures.</li> </ul>	<p>Responsive Classroom PBIS Community Resources Federal Funds</p>	<p>Principal Teachers Lead Teacher Students Parents</p>	<p>August – May Monthly Reports(SAM)</p>

Objective B: Reduce the number of suspensions by 10% annually.

Action Items	Estimated Costs, Sources, or Resources	Person(s) Responsible	Timeline Checkpoints
<ul style="list-style-type: none"> <li>• Implement a Positive Behavior Intervention System (PBIS).</li> <li>• Expand character education program.</li> <li>• Expand programs to celebrate students' success.</li> <li>• Analyze discipline data to determine and address school culture issues.</li> <li>• Continue comprehensive safety planning, regular practice drills, and monitoring of procedures.</li> </ul>	<p style="text-align: center;">Title I Funds Character Education Program Responsive Classroom</p>	<p style="text-align: center;">Principal Teachers Lead Teacher Students Parents</p>	<p style="text-align: center;">August-May Monthly Reports(SAM)</p>



Objective C: Reduce the number of work-related incidents by 10% annually.

Action Items	Estimated Costs, Sources, or Resources	Person(s) Responsible	Timeline Checkpoints
<ul style="list-style-type: none"> <li>• Correct any hazardous conditions that may result in serious injury</li> <li>• Report any health and safety hazards</li> <li>• Keep work areas clean and neat</li> <li>• Follow all safety rules and instructions</li> <li>• All employees receive training and written information about basic workers' compensation benefits and procedures</li> <li>• Develop a health and safety committee</li> <li>• Conduct an annual facility check using MDE Facilities Checklist</li> </ul>	<p style="text-align: center;">Training Cost</p>	<p style="text-align: center;">Principal Federal Program Director Teachers</p>	<p style="text-align: center;">August – May Facility Checklist</p>

**Goal 4: To ensure fiscal stability**

Objective A: Maintain a 10% district maintenance fund balance to protect the district from deficiencies in local, state, and federal funding annually.

Action Items	Estimated Costs, Sources, or Resources	Person(s) Responsible	Timeline Checkpoints
<ul style="list-style-type: none"><li>• Create an interactive budgeting process with stakeholder input ensuring more budget stability and control.</li></ul>	Business Manager	Business Manager Federal Program Director Superintendent Principal	July - June

Objective B: Implement the “Integrity” accounting system 100% districtwide.

Action Items	Estimated Costs, Sources, or Resources	Person(s) Responsible	Timeline Checkpoints
<ul style="list-style-type: none"> <li>All requisition entered through School to Connect (Integrity)</li> </ul>	District and Federal Funds	Business Manager Federal Program Director Superintendent Principal	July – June Reports from Integrity

Objective C: Create a long-term district financial plan by the end of school year 2019-2020.

Action Items	Estimated Costs, Sources, or Resources	Person(s) Responsible	Timeline Checkpoints
<ul style="list-style-type: none"> <li>• Develop an approval hierarchy that includes the Purchasing Department for purchases of fixed assets, bulk purchases, and purchases that require quotes, bids, etc.</li> <li>• Purchase resources based on data and the needs of students.</li> </ul>	<p>District and Federal Funds</p>	<p>Business Manager Federal Program Director Superintendent Principal</p>	<p>July-June Reports from Integrity</p>

## *Strategic Planning Committee Members*

Doris Hall, Principal

Diane Douglas, Parent

Raquel Williams, Gifted Instructor

Monica Reynolds, Lead Teacher

Nicole Hooker, 2<sup>nd</sup> Grade Teacher

Pamela Collins-Cooper, 5<sup>th</sup> & 6<sup>th</sup> Grade Teacher

Sheila Outlaw, Kindergarten Teacher

Alisa Allen, 4<sup>th</sup> Grade Teacher

Tara Sanders, 1<sup>st</sup> Grade Teacher

# Northside High School

2019 - 2024





**The vision of Northside High School is to be an exemplary school that empowers our learners with the knowledge, skills, and resources necessary for life-long success in an ever-changing society.**





**Northside High School's mission is to provide a safe haven where everyone is valued and respected. Northside High, in partnership with students, parents, and the community, will ensure a premier education for all learners. Through innovative educational opportunities, students will be challenged, engaged, and offered leadership experiences, thereby creating the Northside culture.**



# *Northside High School*

## **Goals**

### **1. *Accountability for all: Ensure all students receive a quality education***

- Objective A: Increase the accountability rating of Northside High School to a “B” or higher by the end of the 2019-2020 school year.
- Objective B: Strengthen principal and teacher quality, recruitment, and retention yearly.
- Objective C: Increase teacher attendance rate by 5% annually.
- Objective D: Increase student attendance rate by 5% annually.

### **2. *Communication and Collaboration: Commitment to collaboration, cooperation, and communication***

- Objective A: Increase the number of parent/community members who are actively engaged in school activities by 10% annually school wide.
- Objective B: Increase the number of community business partnerships annually districtwide.
- Objective C: Increase the number of parents who actively participates in PTA activities by 5% annually districtwide.

### **3. *Safety: Safe and Secure environment***

- Objective A: Reduce the number of discipline referrals by 10% annually.
- Objective B: Reduce the number of suspensions by 10% annually.
- Objective C: Reduce the number of work-related incidents by 10% annually.

### **4. *Finance: To ensure fiscal stability***

- Objective A: Maintain a 10% district maintenance fund balance to protect the district from deficiencies in local, state, and federal funding annually.
- Objective B: Implement the “Integrity” accounting system 100% districtwide.
- Objective C: Create a long-term district financial plan by the end of school year 2019-2020.

## ACTION PLAN

**GOAL 1: Accountability for all: Ensure all students receive a quality education**

- Objective A: Increase the accountability rating of Northside High School to a “B” or higher by the end of the 2019-2020 school year.
- Objective B: Strengthen principal and teacher quality, recruitment, and retention yearly,
- Objective C: Increase teacher attendance rate by 5% annually.
- Objective D: Increase student attendance rate by 5% annually.

Action Items	Estimated Costs, Sources, or Resources	Person(s) Responsible	Timeline Checkpoints
<p style="text-align: center;"><b><u>A.</u></b></p> <ul style="list-style-type: none"> <li>• Utilize benchmark testing and progress monitoring to adjust differentiated instruction to improve student achievement in all subjects.</li> <li>• Increase offerings of and enrollment in dual enrollment/dual credit opportunities for students.</li> <li>• Provide professional development to teachers on the Mississippi College and Career Readiness standards and data analysis and lesson planning to ensure the utilization of effective instructional strategies.</li> <li>• Enroll re-testers in tutorials for interventions and test taking strategies</li> </ul>	<p>Title I funding, School Improvement funding, Professional development, Professional learning communities, i-Ready, USA Test Prep, MAAP practice items, ACT resources, Mississippi Teacher Growth rubric, PD Analytics, Student and employee handbooks, rewards and incentives for teachers and students, MSIS and SAM7 data systems</p>	<p>Principal, Lead Teachers, Counselor, Teachers, Mentors, Central Office staff</p>	<p>Continuous beginning 2019-2020 school year Benchmark testing annually (3 times per year)</p>

(Learning Strategies) to increase passing/proficiency rates on state tests.

**B**

- Implement the district’s instructional management plan to ensure that teachers receive weekly feedback on improving teacher quality and instruction for all students.
- Fully implement the professional growth rubric to increase the educator quality through job-embedded professional learning community.
- Create a cohort of aspiring teachers to encourage and provide resources for teacher licensure.
- Assess teacher needs and provide professional development for areas deficiencies.

**C**

- Provide all faculty and staff members with copies of employee handbooks and review important policies and procedures to include attendance.
- Monitor attendance consistently and follow policies and procedures as written.
- Celebrate perfect and near-perfect attendance according to the school’s incentive program.

**D**

- Provide each student with a copy of the student handbook, with verification of receipt for parents to sign.
- Celebrate perfect and near-perfect attendance for individual students, classes

<p>and grades according to the school's incentive program.</p> <ul style="list-style-type: none"><li>• Monitor attendance consistently and follow policies and procedures as written.</li><li>• Utilize the school's wellness center to inform students of ways to be healthy to decrease absences.</li></ul>			
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## ACTION PLAN

### **GOAL 2: *Communication and Collaboration: Commitment to collaboration, cooperation, and communication***

- Objective A: Increase the number of parent/community members who are actively engaged in school activities by 10% annually school wide.
- Objective B: Increase the number of community business partnerships annually districtwide.
- Objective C: Increase the number of parents who actively participate in PTA activities by 5% annually districtwide.

Action Items	Estimated Costs, Sources, or Resources	Person(s) Responsible	Timeline Checkpoints
<p style="text-align: center;"><b><u>A-C</u></b></p> <ul style="list-style-type: none"> <li>• Host monthly parent engagement nights to establish and build relationships with parent/community members.</li> <li>• Host parent/teacher conference events to keep parents updated on student achievement and discipline.</li> <li>• Involve parents and community members in planning processes and goal setting.</li> <li>• Enlist parents and community members to serve as members of school committees and teams.</li> <li>• Inform parents/community members of school and other educational information outlets such as ActiveParent, school newsletters, parent centers, and district and state websites.</li> </ul>	<p>Title I funding, ActiveParent, Needs assessment surveys, Parent center, rewards and incentives</p>	<p>Principal, Leadership Team, Teachers, Counselor, Parent liaison, Parents, Community members, Central office staff</p>	<p>Continuous beginning 2019-2020 school year</p>

<ul style="list-style-type: none"><li>• Create and utilize surveys to promote parent/community input and assess school and community needs.</li><li>• Strengthen and expand relationships with community, health, and business organizations.</li><li>• Provide rewards and incentives for students, parents and community organizations for participation and attendance at school events.</li></ul>			
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## ACTION PLAN

### GOAL 3: *Safety: Safe and Secure Environment*

- Objective A: Reduce the number of discipline referrals by 10% annually.
- Objective B: Reduce the number of suspensions by 10% annually.
- Objective C: Reduce the number of work-related incidents by 10% annually.

Action Items	Estimated Costs, Sources, or Resources	Person(s) Responsible	Timeline Checkpoints
<p style="text-align: center;"><b><u>A-B</u></b></p> <ul style="list-style-type: none"> <li>• Assess school climate and school culture.</li> <li>• Establish the PBIS model and Responsive Classroom strategies to promote positive student behavior and rewards.</li> <li>• Fully implement character education (guidance counselor).</li> <li>• Recognize and incentivize positive behavior and behavior improvements and continue the “student of the month” program.</li> <li>• Require teachers to implement an approved classroom management plan and post rules, rewards, and consequences on classroom walls.</li> <li>• Communicate schoolwide behavior and expectations and post rules in the hallways, cafeteria, gym, and other student locations.</li> </ul>	<p>Title I funding, ActiveParent, Needs assessment surveys, Parent center, rewards and incentives</p>	<p>Principal, Leadership Team, Teachers, Counselor, Parent liaison, Parents, Community members, Central office staff</p>	<p>Continuous beginning 2019-2020 school year</p>

<ul style="list-style-type: none"> <li>• Analyze disciplinary referrals (location, times, etc.) to eliminate factors that may promote negativity and negative behavior.</li> <li>• Utilize suspensions as a consequence of last resort.</li> </ul> <p style="text-align: center;"><b>C</b></p> <ul style="list-style-type: none"> <li>• Identify all potential hazards and create procedures and practices that will prevent incidences.</li> <li>• Provide proper training to faculty and staff, utilizing the school safety plan.</li> <li>• Properly document dangers and accidents to review and develop new procedures, if needed.</li> </ul>			
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## ACTION PLAN

### GOAL 4: *Finance: To ensure fiscal stability*

- Objective A: Maintain a 10% district maintenance fund balance to protect the district from deficiencies in local, state, and federal funding annually.
- Objective B: Implement the “Integrity” accounting system 100% districtwide.
- Objective C: Create a long-term district financial plan by the end of school year 2019-2020

Action Items	Estimated Costs, Sources, or Resources	Person(s) Responsible	Timeline Checkpoints
<p style="text-align: center;"><b><u>A-C</u></b></p> <ul style="list-style-type: none"> <li>• Analyze data to determine student and school needs and resources.</li> <li>• Provide professional development on the Integrity system to ensure that all requisitions are entered correctly and in a timely manner.</li> <li>• Prioritize needs based upon the strategic plan and schoolwide goals.</li> </ul>	<p>Student data, program data, needs assessments, Integrity system, strategic plan, schoolwide goals</p>	<p>Principal, Leadership team, Office manager, Central office staff</p>	<p>Continuous beginning 2019-2020 school year</p>

## *Strategic Planning Committee Members*

Martha Jackson, Principal  
Xandra Brooks-Keys, Lead Teacher  
JW Robinson, Academic Coach  
Tiffany Briggs, CTE Teacher  
Sherry Coleman, ELA Teacher  
Jacqueline Davis, Parent  
Candace Gillespie, Counselor  
Linda Humphrey, SPED Teacher  
Andrea Michaelis, US History Teacher  
Mariesha Robinson, Librarian  
Milton Hardrict, Principal  
Elizabeth Turner, ELA Teacher