

## **Marshalltown CSD Strategic Plan (2017-2023)**

**MCS D Vision Statement:** *“Preparing ALL learners, through an unparalleled culture of excellence, to be productive and engaged citizens in a diverse world.”*

**MCS D Mission Statement:** *“We develop learners who have the knowledge, skills and positive mindset to successfully pursue a meaningful future through personalized learning experiences.”*

**Goal 1 - Student Achievement (Culture of Excellence / Pride):** MCS D will accelerate achievement for all students and minimize disparities among all groups of students by delivering research-based, best practice instructional strategies and programs consistently throughout the district.

### **Key Metrics of Success:**

1. Graduation rates above state standards.
2. Achieve college and career readiness targets (Redefining Ready & National Clearinghouse Indicators)
3. All Attendance Centers meet state defined success indicators.
4. 100% 3rd grade students’ meet end of 3rd grade state defined proficiency standards.
5. Instructional Practices Inventory (IPI) and Instructional Practices Inventory & Technology (IPI-T) Data demonstrate higher percentage of student school-wide engagement in higher order; deeper learning activities.

### **Strategies:**

- Development of a college and career readiness database & dashboard for high school students.
- Development, expansion and implementation of career exploration and pathways.
  - Expand and create job shadowing, internship & externship experiences with local business and industry for students and staff.
  - Increased emphasis and access to community service experiences for students.
  - Develop career exploration course/s at Miller Middle School with particular attention to career and technical education experiences.
- Provide increased opportunities, exposure, participation and success for all students (curricular & extracurricular) at all levels.
  - Develop and implement intramural / activity program at Lenihan Intermediate School.

- Research, design, expand & implement an intensive primary (PK-4) summer school program, with an emphasis on literacy & STEM, to meet state grade progression requirements.
- Increase differentiated & personalized instructional approaches (in part through effective integration of technology)
  - Design, revise, and implement common formative assessments across the District to drive instruction, monitor practices, and adjust instruction, as needed, using Multi-tier System of Supports framework (MTSS) and Professional Learning Communities (PLC) to address student achievement gaps.
- Renewed focus on further enhancing (Science, Technology, Engineering & Math (STEM) educational opportunities & experiences for all students.
  - Complete and implement digital learning plan including needed resources to ensure innovative and best use of technology tools for student learning.
  - Research, adopt and implement research-based high quality digital programs to support curriculum and instruction.

**Goal 2 - Staff Development (Culture of Excellence / Pride): MCSD will attract, develop, and retain highly competent, dedicated, and caring staff so that we can be responsive to the diverse needs of our learners and high expectations from our community.**

**Key Metrics of Success:**

1. Staff/District workforce diversity will more closely mirror the District's student demographic profile.
2. Improved retention of staff and new teachers, with particular attention to an employee's first five years of employment with the District.
3. Improvement in job satisfaction and employee engagement as measured by HUMANeX InsightX Culture survey.
4. Measured improvement of meaningful professional development activities.

**Strategies:**

- Focus on recruitment and selection of high quality staff, successful orientation and ongoing support through professional development and recognition.

- Actively employ proactive approaches to attract and retain more diverse staff, including growing our own.
- Develop and implement a process to onboard, develop and retain classified staff.
- Develop and implement teacher Personal Learning Plans (PLPs) and a Peer Review process, to drive continuous improvement through job-embedded professional development and Teacher Leadership support.
- Seek staff input through various forms of feedback related to staff development activities and apply systemic improvements.
- Educate and support staff relative to the opportunities & challenges inherent working within a diverse & inclusive school community (Equity)
  - Provide staff high quality professional development related to teaching diverse learners, with particular attention to poverty & English Language Learners.
- Develop employee handbooks in response to the new collective bargaining law.
- Develop, revise and update job descriptions.

**Goal 3 - Communication & Engagement (Culture of Excellence / Pride): MCSD will share a common vision for its future and work to align the Board, administration, educators, District staff, students, and community with the shared vision. MCSD will establish effective two-way communication within the District, as well as with parents and the community, in order to foster a trusting and supportive partnership for student success.**

**Key Metrics of Success:**

1. Improvement on targeted engagement questions for various stakeholders via HUMANeX InsightX Culture Study and/or Thought Exchange survey.
2. Improvement on targeted vision and alignment questions via HUMANeX InsightX Culture Study and/or Thought Exchange survey.
3. Completion and implementation of District communications / marketing plan.

**Strategies:**

- Building respect, teamwork, & pride through the building of mutually beneficial relationships (students, staff, parents & community) that are positive, caring & supportive.

- Continue to work to improve internal & external communications.
- Development and implementation of a District communication /marketing plan.
  - Showcase exceptional educational opportunities and successes of students & staff.
  - Showcase exceptional school-business-community partnerships.
- Enhance meaningful staff, parent, and community engagement District-wide and at building levels.
  - Redesign and implement a new direction for the Marshalltown Community Schools Foundation (MCSF) to support innovation in teaching and learning.
  - Educate all students and parents on the value of a high quality educational experience & its impact on college & career readiness; as well as, workplace opportunities.
  - Build and expand upon exceptional business community & post-secondary partnerships.

**Goal 4 - Learning Environments (Culture of Excellence / Pride): MCSD will upgrade, maintain, and expand facilities; enhance culture & climate to support the District mission; and continue to provide a safe, accessible and welcoming environment for students, staff, parents, and the community.**

**Key Metrics of Success:**

1. Improvement in Student bullying responses – Iowa Youth Survey Results
2. Completion and implementation of District long range facilities plan.
3. Decrease number of major behavioral referrals and chronic absenteeism at attendance centers.

**Strategies:**

- Provide students, staff, parents & community with exceptional school facilities and extra-curricular venues and equipment to optimize the learning & participating experience.
  - Development of a 10 year facilities improvement plan encompassing the improvement and sustainment of current facilities; as well as, desired future facilities.
- Conduct study and analysis of existing elementary attendance center boundaries to determine most appropriate alignment.

- Improve proactive and reactive approaches to student behavior, discipline and chronic absenteeism (school climate).
- Enhancement of health services supports for students & families (physical & mental health).
  - Expand and enhance social, emotional, and behavioral supports (e.g. PBIS) at pre-k through 12 and determine potential application and/or implications throughout the District.
- Elimination of student & adult bullying within our schools (NIOT)
  - Continue to educate school community stakeholders and Implement training and practices to further address and prevent bullying and harassment.
- Revise and enhance District Crisis Response Manual
  - Research, develop and implement safety audits relative related to our physical environments and implement recommendations for improvement (e.g. building and grounds inspections; police liaison assessments; EMC audits, etc.)

**Goal 5 - Resources (Culture of Excellence / Pride): MCSD will develop a seamless continuation of existing funding options and aggressively pursue new funding mechanisms in order to provide our students and staff with an innovative world class educational experience.**

**Key Metrics of Success:**

1. Meet and/or exceed District established financial targets based on IASB Financial Health Indicators.
2. Attainment of additional outside resources (grants; outside the District (e.g. AEA) to support District's vision, mission and strategic goals.

**Strategies:**

- Develop a five year financial forecast and plan in order to best ensure resources are available to attain the District's strategic goals & objectives.
  - Effectively use the financial projection tools for meeting long range financial goals via contingency and scenario planning.
- Identify and implement strategies to reduce expenditures in order to be efficient & effective with resources available at the local, state & national funding levels.

- Pursuit of energy savings & efficiencies while sustaining quality learning & working environments.
- Pursuit and successful acquisition of local, state and federal resources to support the attainment of the District's strategic goals & objectives.