



Every child. Every day.
Mooreville
GRADED SCHOOL DISTRICT

Strategic Plan
2013 - 2018

Mooresville Graded School District Strategic Plan 2013-2018

History of the MGSD Strategic Plan: 2008 – 2013

The 2008 – 2013 Strategic Plan was begun during the fall of 2007. The Executive Team, consisting of the Superintendent, Executive Director of Instruction, Executive Director of Finance, Director of Human Resources and Public Relations, and the Facilities and Operations Director discussed developing a new strategic plan during weekly meetings. It was agreed the Executive Director of Instruction would lead the development of the new plan, initially by reviewing other strategic plans to obtain ideas about format and style.

Executive Team consensus included that the plan to be crafted should maintain simplicity and a focus on real work, becoming a living document that might require amendments or addenda within its duration. Further, there was agreement to organize the plan around the five goals approved by the NC State Board of Education during September 2006, entitled *Future-Ready Students for the 21st Century*. These NC state goals are based on the language and goals within The Partnership for 21st Century Skills, a nationwide advocacy group whose goal is to infuse 21st century skills into education.

The first step toward re-creating a district strategic plan was to identify mission, vision and values statements. This was accomplished by obtaining input from the district Leadership Team, which includes the Executive Team members as well as school principals and other school system directors. Initial drafts of possible mission and vision statements were sent to school-based leadership teams who represent the entire school and develop school improvement plans. Input garnered from these teams was utilized to revise and redistribute district mission, vision and values statements drafts.

Next, five broad goals were developed to serve as a framework for the objectives and activities that actually define the strategic plan primary content as the district's long-term action plan. District initiatives were incorporated into these goals and objectives as well. One-page school profiles were also developed and included in the plan; these school profile sheets contain primary "scorecard" data germane in identifying areas to enhance, expand and improve.

Now the strategic plan was reasonably comprehensive in scope, yet still very much in draft form relative to all its components (mission, vision, values, school and district profile/data sheets, and goals and objectives). This iteration of the draft plan was then presented to all district advisory groups that had been newly created. These groups include the teacher advisory committee, the parent advisory committee, the exceptional children's advisory council, and the diversity committee. The parent advisory group was asked to share the draft plan with their constituents within parent-teacher associations

and organizations to obtain input.

As with feedback from other stakeholder groups and individuals, the plan was once again revised and another draft developed. This draft plan was then shared with the local school Board and all members were requested to provide input in areas they perceived needing modification, addition or deletion. The final strategic plan draft from this input was presented at the May 2008 Board of Education meeting.

The Board studied the plan over the next month. A recommendation for approval, with noted and incorporated changes, was made during the June 2008 Board of Education meeting. The Board-approved Plan was then disseminated to all schools and sites, as well as to the community via the school district website and advisory groups.

The final Board-approved-and-disseminated 2008 – 2013 district Strategic Plan served as a guide for all district schools and their school leadership teams to revise/develop school improvement plans for the 2008-2009 school year. This process ensures alignment from the state to the district to the school level, as well as provides for internal consistency and fidelity to the same foci, strategies, goals and objectives within a continuous improvement model that is data driven and student centered.

Fall 2013 Revision / New 2013 – 2018 Strategic Plan

The process for revising or re-creating the school district strategic plan began much the same way as five years prior, with a review of the current plan and activities aimed at obtaining wide range stakeholder input. The superintendent and Executive Team agreed the Human Resources director would lead revision of the strategic plan, since this staff member, as prior curriculum director who facilitated development of the 2008 strategic plan, was most familiar with the plan and process for its development.

Beginning in May 2013, the Executive Team (Superintendent and specific central office executive administrators) first reviewed the current plan, including in-depth dialogue regarding the vision, mission and belief statements. This was followed by review of and work on the plan's goals and objectives. Next, during the June 2013 Principals' Team meeting, responses from site-based administrators were obtained by discussing plan revisions to date. Principals' Team input was subsequently incorporated to form another plan draft.

Executive and Principals' Team modifications to vision, mission, and beliefs and values were disseminated to parent and teacher advisory committees, school administrators, and school leadership teams for review and input. However, these groups were also solicited for input regarding strategic plan goals and objectives. The board of education was also updated on the strategic plan revision and asked for feedback or suggested revisions on any portion or component of the plan. An additional plan draft was then created addressing all plan components (vision, mission, beliefs and values, and goals and objectives).

During the summer leadership team retreat in August 2013, the entire administrative team (all district administrators) contributed to re-visioning the strategic plan during a work session facilitated by the human resources and curriculum directors. This session was primarily devoted to refining and adding to strategic plan goals and objectives. With this work subsequently incorporated, another draft was fashioned and given to Executive Team members. Minimal input was obtained from this reading, and a final draft to be presented to the Board of Education was produced.

The Board, during its December 2013 meeting, unanimously approved this version of the 2013 – 2018 Strategic Plan. Copies of the approved Plan were then provided for all district schools, as well as placed on the district website and sent to various constituents and stakeholders.

Vision

The vision of the Mooresville Graded School District is to ensure the maximum achievement of all students, resulting in a lighthouse district both nationally and internationally.

Mission

The mission of the Mooresville Graded School District is to prepare every student, every day to be a successful and responsible citizen in a globalized workspace, economy and community.

Motto

Every Child. Every Day.

Beliefs and Values

- Fulfillment of the district mission and vision hinges on embracing students and staff within an environment of pervasive caring that supports their optimal growth and success;
- Students are successful when validated by honoring their differences while providing them with high expectations;
- Reflection based on data informs instructional practices and programming that is personalized, customized and individualized;
- Utilization of digital resources and tools is the basis for a relevant and effectively delivered curriculum;
- Shared leadership is modeled, nurtured and expected within an arena of trust, transparency and interdependence;
- Critical thinking, collaboration, creativity and communication should be integrated into teaching and learning for staff and students;
- Global awareness, civic literacy, financial literacy and health awareness are integrated into core curriculum content;
- We are a community of learners supported by ongoing professional development available through multiple venues (online, hybrid or blended and traditional);
- Employees are supported by sufficient resources and ongoing training designed to enhance and broaden skills supporting the district vision, mission and initiatives; and
- Extensive, well-developed community, business and parent relationships are essential and contribute to district continuous progress.

Goals and Strategies-Based Objectives continue to be aligned with or utilizing the five goals adopted by the NC State Board of Education (SBE) in 2006 and entitled, *Future-Ready Students for the 21st Century*.

NC SBE Goal 1: NC public schools will produce globally competitive students.

MGSD GOAL: Establish MGSD students as globally innovative leaders by fostering a culture that cultivates critical thinking, communication, collaboration, creativity, rigor, relevance, and social relationships.			
Strategy	Measure	Responsible	Date
Evaluate curriculum across all grade levels to ensure teacher understanding and alignment to the North Carolina curricula.	Grade, department and district level instructional meetings agendas.	School administrators, curriculum directors and teachers.	Fall 2013 through Fall 2014.
Align pacing guides to North Carolina curricula to guide instruction.	District pacing guides.	Curriculum directors and school principals.	Fall 2013 through Fall 2014.
Ensure vertical and horizontal curriculum alignment across schools and grade levels.	Alignment meetings agenda and minutes (where relevant).	School administrators, curriculum and accountability directors, and teachers.	Fall 2013 and ongoing.
Utilize a dynamic yet systemic formative assessment system aligned with pacing guides to drive instruction.	Assessment system and content; data in various formats and strata.	School administrators, technology director and school leadership teams	Fall 2013 and ongoing.
Provide students with unlimited opportunities to demonstrate and communicate their learning utilizing digital resources.	Student work samples (digital portfolios); teacher-created assignments and rubrics.	School administrators, teachers and curriculum directors.	Fall 2013 and ongoing.

Develop project-oriented, inquiry- and problem-based learning revolving around key ideas pre-kindergarten through grade 12.	Digital portfolios and other work products aligned to the NC curriculum.	School administrators, teachers and curriculum directors.	Spring 2014 through 2018.
Formalize networks around the country and world to support digital conversion models with students and staff.	Abroad exchange options for students; identify sister districts in other countries; blogging, virtual learning and communication,	School administrators, teachers and curriculum directors.	Spring 2014 through 2018.
Enhance programs, services and supports for students with learning differences and SWDs.	Transition activities and staff; ongoing staff development activities on differentiation and personalizing learning.	Curriculum directors and school administrators.	Spring 2014 – 2018.

NC SBE Goal 2: NC public schools will be led by 21st Century professionals.

MGSD GOAL: In order to lead, teach, assess and support students, MGSD actively recruits, retains and continually develops highly competent, caring and student-focused staff.			
Strategy	Measure	Responsible	Date
Actively recruit staff for high need areas; focus recruitment efforts to reflect the diversity of the student population.	SS-200 Full-time employee report (via HRMS).	HR Director, School Principals.	2014 – 2018
Enhance support for beginning and new-to-district teachers and staff.	Revised BT Program Plan, activities (agenda) and BT survey results. List of mentors	HR Director and district administrators.	2014 – 2018

	assigned to administrators and classified staff.		
Create and implement a professional development plan that addresses all staff and departments with personalized learning and training opportunities.	District PD Plan (annual) and revisions. Training agendas across departments. Staff development agendas.	Executive Team and needs assessment results. Non-instructional departments directors (e.g., child nutrition).	Fall 2013 Needs Assessment; plan and implementation spring 2014 – 2018 (with appropriate plan revisions annually)
Continue to promote and enhance higher education and other adult learning opportunities.	IHE partnerships and specific educational offerings (e.g. Spanish or sign language for staff, etc.)	HR Director and district administrators.	2014 – 2018.

NC SBE Goal 3: NC public school students will be healthy and responsible.

MGSD GOAL: Implement innovative and cutting-edge systems and processes within safe, caring environments to enhance and promote the development of healthy, responsible students and graduates.

Strategy	Measure	Responsible	Date
Implement an online health management (fitness and nutrition) web-based system for faculty and students.	<i>Rival Health</i> usage data/reports.	School Health Advisory Committee Chairperson.	Per semester and annual usage checks; Implementation Fall 2013.
Increase efficiency within child nutrition department by researching and implementing relevant digital tools.	Programs implemented list/names; department data such as financial data.	Child Nutrition Program Director.	Begin research in fall 2013; implement spring 2014 – 2018.
Increase collaboration between teachers and child nutrition staff to promote	Instructional programs or activities focused on healthful living	Child Nutrition Program Director and Curriculum Directors.	Fall 2013 – 2018.

awareness and application of nutrition information.	curriculum.		
Remain abreast of and implement new and evolving nutritional and child care guidelines, mandates and standards.	Programs and procedures implementation and changes or enhancements.	Child Nutrition Program and Before/After School Care Program Directors.	Fall 2013 – 2018.
Transition from MSDS to SDS (electronic format where possible).	Digital format manuals.	Maintenance Director and Facilities/Operations Director.	Full implementation by 2016.
Increase ancillary support staff as budget permits.	Support staff ratio comparisons (e.g., school nurse to student ratio, etc.)	Executive Team	2014 – 2018.
Facilitate the development of responsible students through enhancement of health education, digital citizenship and volunteerism.	Nutrition and health education offerings, students' volunteer hours logged, and digital citizenship offerings.	School and district level administrators (including curriculum and technology directors), and teachers.	2014 – 2018.

NC SBE Goal 4: Leadership will guide innovation in NC public schools.

MGSD GOAL: Provide district leadership designed to achieve dynamic continuous improvement by fostering creativity, innovation, and collaboration that support the district's vision and mission.			
Strategy	Measure	Responsible	Date
Conduct regular meetings for district administrators that are focused on district initiatives and student performance.	Leadership Team Agenda.	Superintendent, Executive Team	Monthly 2013 - 2018
Include leadership development	Leadership Team Agenda.	Superintendent, Executive Team	Quarterly, from Fall 2013.

activities within school and district level leadership teams to build leadership capacity.			
Utilize annual staff retreat for leadership and team development.	Retreat Agenda.	Superintendent, Executive Team	Annually, 2013 - 2018
Develop opportunities for staff members to lead professional development sessions.	Staff development and training activities agenda across departments; summer institutes; training in other districts.	Superintendent, Executive Team	Ad hoc, Fall 2013 through 2018.
Utilize community forums to promote increased involvement in district initiatives.	Forum agendas.	Superintendent, Executive Team	Annually, ad hoc 2013 – 2018.
Promote and encourage staff members to pursue obtaining advanced degrees and further develop their leadership capacity.	Roster of staff completing graduate and terminal degrees.	Executive Team, District (school) administrators	2013 – 2018.
Provide district members with ongoing training on school district initiatives.	Board of education meeting minutes and training rosters/agendas.	Executive Team and other District Administrators.	2013 – 2018.
Develop new partnerships with local businesses and maintain/strengthen existing partnerships that are aligned with the district vision.	List/s of partnerships, activities and projects.	Superintendent, HR Director and District Administrators.	Annually, ad hoc 2013 – 2018.
Create and utilize parent and student advisory committees	Advisory Groups agendas.	Superintendent and Executive Team.	Quarterly through 2018.

for collaboration and support of vision, mission, goals and initiatives.			
Develop administrative PLC teams to promote sharing of best practices, problem-solving strategies, and creative thinking.	Administrative Team PLC agendas.	Superintendent, Executive Team, District Administrators.	Quarterly and/or per topic (ad hoc), Fall 2013 and ongoing.

NC SBE Goal 5: NC public schools will be governed and supported by 21st Century systems.

GOAL: Implement cutting-edge and dynamic processes supporting and guiding decisions that reflect forward thinking and are based on data.			
Strategy	Measure	Responsible	Date
Implement a digital forms management system to maintain confidentiality, increase efficiency and avoid duplication of effort.	Contracted and implemented system (% deployment per year).	Chief Technology Officer.	Fall 2013, initial (first stage of) implementation, to Fall 2014, full implementation.
Maintain a learning and student information management system by integrating local/district components.	State and local reports and data utilizing system.	Relevant district directors (e.g., technology, testing).	Fall 2013 initial (first stage of) implementation, to Fall 2014 full implementation.
Implement/maintain an electronic/digital tool-based work-order system that is “real time” based and mobile.	School Dude reports and maintenance department data regarding work orders/flow.	Facilities Director, Maintenance Director, Technology Director.	Fall 2013 begin implementation.
Create and implement comprehensive and needs-based staff development for classified and administrative staff.	District professional development plan.	Executive Team and other administrators.	Develop during 2013 – 2014 school year; implement fall 2014 – 2018 (revise as needed).
Research and	Documentation	Finance Officer.	Begin research in

implement windows-based software to manage finance department records and operations.	of research (emails, bids, etc.) and new system implementation.		spring 2014; full implementation of new system by 2016.
Research and develop a website aligned with the district level of technology implementation.	Documentation of research (emails, bids, etc.) and actual revised (new) website.	Public Information Officer and Chief Technology Officer.	Begin research in fall 2013; new site deployment by fall 2014.
Implement district head custodian meetings to increase productivity and efficiency.	Meetings agendas.	Maintenance Director and Custodian Supervisor.	2014 – 2018.
Implement a semi-annual incentive program for attendance and productivity.	Program description and list of departments participating.	Facilities Director and Finance Officer, with support staff directors.	Planning Spring 2014; Implementation Fall 2014.
Develop and publish (online) district “handbooks” or “manuals” for relevant departments/actions.	Digital format handbooks and manuals published online.	Facilities Director and Finance Officer, with support staff directors.	2014 – 2018.
Conduct weekly roundtable cross-departmental meetings.	Meetings agendas.	Department Directors and their representatives.	Fall 2013 – 2018.
Build capacity to provide home Internet access for all students.	100% Internet access for grades 4-12 students.	Executive Team in collaboration with external partner/s.	Fall 2013 – Fall 2014.
Increase infrastructure capacity via updates.	Increased Internet access points and connectivity speed.	Technology department with C.O. support.	Fall 2103 – Fall 2014.