

# Introduction

The Humphreys County School District is launching a formal strategic plan, a document which will provide us with guidance and a course to ensure that all internal and external stakeholders in the district have a clear understanding of what we expect to achieve and how we expect to achieve it in the next five years. This is a “working” document that will help us assess the effectiveness of our action plans, programs, and resource allocations to see what we should maintain, discontinue, or amend.

The writing of this plan began several years ago when a committee crafted our mission, our vision, our core values, and our goals for the district. These six goals serve as the foundation of the strategic plan. Each of these goals now has measureable objectives, key action steps, and personnel assigned to make improvements that will have a direct, positive impact on the quality of education rendered in Humphreys County School District. This plan shall serve as a road map to continue on our pursuit for excellence.

With the changes in education on the horizon, the district along with directions from the Mississippi Department of Education has embarked upon a new, standardized curriculum known as the **Mississippi College and Career Readiness State Standards**. This curriculum is being implemented throughout Mississippi, providing our students with a high quality education that will prepare them to be college and any career ready. Our strategic plan helps us take the necessary steps to make such transition to this rigorous curriculum and to ensure success at all levels.

We are committed to success, and it is our intent to make clear and measureable progress each year toward our objectives. This is a long-term plan and we expect that it will take several years to completely achieve all of our goals. We know through hard work, commitment, and dedication, from all stakeholders, we can be successful.

Please join us as we continue our journey of teaching, learning, and achieving in the Humphreys County Schools.

# Humphreys County School District

## Strategic Plan 2014-2019

HCSD Strategic Plan is a long range guide detailing specific steps that Humphreys County School District will take to achieve its mission.

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# Strategic Plan Framework

## *What We Do*

### District Mission

It is the mission of the Humphreys County School District to ensure that every student is prepared to continue their education and/or prepared to successfully enter the workplace and to be productive citizens in an informational driven global society.

## *Where We Want to Be*

### Vision

To inspire our community of learners to achieve success with excellence in instruction and through exemplary leadership

## *What We Believe In*

### Values

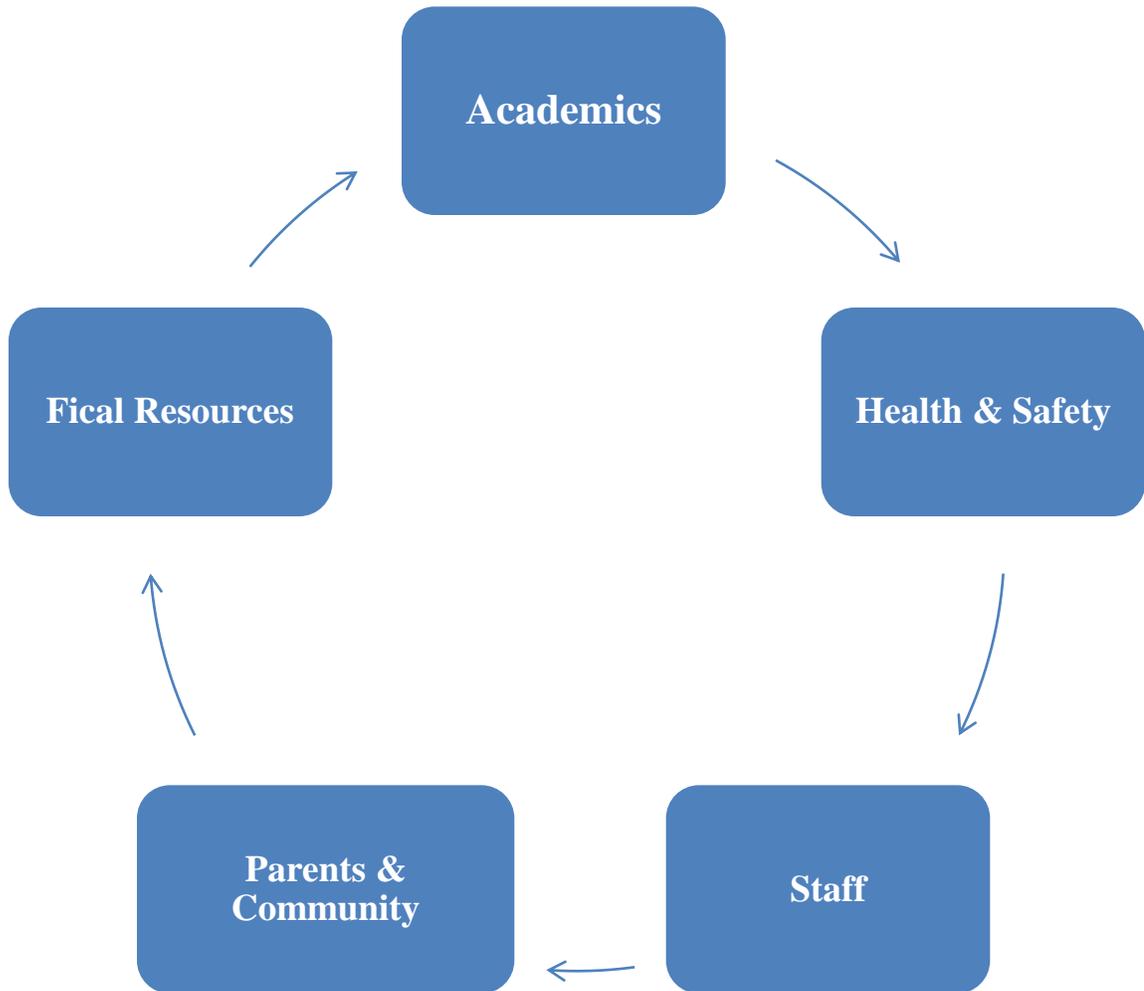
- All children can learn given time and opportunities
- All people have intrinsic value
- All people should behave in a fair and ethical manner
- Family involvement is the most powerful influence on children
- Honesty is essential for building trust
- Students, parents, visitors, and employees are responsible and accountable for their actions

## *What We Want to Accomplish*

### Goals

- Improve student achievement through high quality instruction and a viable curriculum
- Ensure a safe, secure, orderly learning environment for all
- Recruit, develop, and retain employees committed to the district's mission and vision
- Develop strong instructional leaders
- Promote productive parental and community partnership
- Manage the district's fiscal resources in a responsible and effective manner

# Humphreys County School District



**Children First: Transforming Lives in an Era of Accountability**

## Goals, Objectives, and Key Action Steps

### **GOAL I:**

**Improve student achievement through high quality instruction and a viable curriculum**

#### **Objective 1:**

Provide a high-quality, well-rounded educational experience to all students that is rigorous, culturally relevant, healthful, and engaging.

#### **Key Action Steps:**

- 1.1. Implement project-based learning by creating instructional units aligned with Mississippi College and Career Readiness State Standards (MS - CCR).
- 1.2. Redesign the lesson planning process so those teachers know how to increase the rigor of a lesson and understand the learning progressions in the Mississippi College and Career Readiness State Standards (MS - CCR).
- 1.3. Implement a district-wide literacy initiative.
- 1.4. Identify students with academic challenges and begin the RTI Process to address the problem areas as well as MTSS process for all students.
- 1.5. Provide support and training to staff as changes are made in the curriculum.
- 1.6. Further evaluate professional growth through the teacher's evaluation instrument.

#### **Objective 2:**

Develop strategies to increase the graduation rate and reduce the dropout rate.

#### **Key Action Steps:**

- 2.1. Implement graduation options as set forth by MDE.
- 2.2. Offer mentoring/tutoring programs for all students.
- 2.3. Encourage student participation in school and community projects, clubs and organizations.

2.4. Further implement programs to assist students who fail courses or do not promote to the next grade.

**Objective 3:**

HCSD administrators, teachers, and support staff will maximize the support and effective use of technology into daily instruction to increase student engagement.

**Key Action Steps:**

3.1. Conduct an evaluation of current available technology to determine what is needed and what needs updating

3.2. Offer all teachers professional development that focuses on the use of technology to increase effectiveness of instruction and increased student engagement.

3.3. Track all staff use and implementation of technology.

**GOAL II:**

**Ensure a safe, secure, orderly learning environment for all**

**Objective 1:**

Provide support and training to school administrators, faculty and staff, parents, students and all community stakeholders in order to achieve safe, clean, well-maintained school building and transportation program; and a safe and well-disciplined school climate conducive to learning.

**Key Action Steps:**

1.1. Assist administrators to train school teams in research-based behavior management strategies, such as *Effective School and Classroom Management and Positive Behavior Intervention System (PBIS)*.

1.2. Provide resources and training to schools for the implementation of Safety and Crisis Management Plan

1.3. Assist administrators to provide legislatively mandated training to school resource officers, school safety officers, school bus drivers and district maintenance.

1.4. Further enforce the district's bullying and harassment policy.

**Objective 2:**

Allocate resources and support for a safe and secure learning environment.

**Key Action Steps:**

- 2.1. Conduct a safety needs assessment
- 2.2. Install, upgrade, or implement safety equipment deemed necessary to ensure a safe and secure learning environment

**GOAL III:**

**Recruit, develop, and retain employees committed to the district's mission and vision**

**Objective 1:**

Ensure that every classroom has a high-quality, effective educator supported by high-quality, effective administrators and support staff.

**Key Action Steps:**

- 1.1. Attract, hire, and retain high-quality and diverse staff.
- 1.2. Attend job fairs sponsored by MDE, universities, and colleges
- 1.3. Provide an effective teacher induction program to help develop, enhance, and improve teaching and learning.

**Objective 2:**

Develop and implement a coherent, content-focused, best-practices plan for professional development of instructional leaders, support staff, and teachers.

**Key Action Steps:**

- 2.1. Provide orientation for all newly hired staff.

2.2. Provide teachers with relevant data, current technology and ongoing training with scaffolded implementation, and online access to an array of classroom resources to improve instruction and classroom management.

2.3. Provide mentors for all new staff employed with the district

**GOAL IV:  
Build strong instructional leaders**

**Objective 1:**

Establish structured study groups and administrative training activities to increase capacity.

**Key Action Steps:**

1.1. Select professional literature and consultants to conduct administrative trainings.

1.2. Organize structured bi-monthly study groups to ensure continuity of learning beyond initial introduction

**Objective 2:**

Increase accountability for all administrators

**Key Action Steps:**

2.1. Develop an accountability system that ensures implementation of Professional Learning Communities (PLC).

2.2. Implement principal-directed professional learning communities at the school level.

2.3. Further evaluate professional growth through the principal's evaluation instrument.

**GOAL V:  
Improve staff, student, parent, and community participation in the educational process at all levels**

### **Objective 1:**

Build strong relationships with all stakeholders to increase trust and shared responsibility

#### **Key Action Steps:**

- 1.1. Use multiple and appropriate methods of communication and engagement to reach all stakeholders throughout the county to gain meaningful input.
- 1.2. Survey stakeholders on annual basis to give all a voice in the educational process

### **Objective 2:**

Promote programs to develop and enhance student learning and the participation in the school

#### **Key Action Steps:**

- 2.1. Provide assistance to schools to help identify opportunities to secure the resources and services they need to support their students, parents, and families.
- 2.2. Increase parent involvement in decision-making through school leadership groups and use of surveys used to guide decision-making.
- 2.3. Provide all resources necessary for adequate translation and interpretation services at all schools.

## **GOAL VI:**

**Manage the district's fiscal resources in a responsible and effective manner**

### **Objective 1:**

Align resources to accomplish priorities within a balance budget

#### **Key Action Steps:**

- 1.1. Ensure on-going financial stability through comprehensive budgeting and managed purchasing.

- 1.2. Maintain a 25% district maintenance fund balance to protect the district from deficiencies in local, state, and federal funding.

### **Objective 2:**

Improve efficient use of resources, processes and management structure to support district innovation.

#### **Key Action Steps:**

- 2.1. Ensure facility equity among schools as new facilities are built and renovated over time.
- 2.2. Coordinate development of long range district's technology plan with IT department.
- 2.3. Maintain adequate insurance coverage for all facilities.
- 2.4. Provide training to bookkeepers, administrators, district office personnel as well as new employee training.
- 2.5. Promote an atmosphere of collegiality where everyone should be able to work together and perform his/her duties at and across any level with a professional attitude to eliminate territorial issues.

### **Objective 3:**

Assess and inventory current equipment and physical facilities conditions using external professional consultants to formulate a long range facility maintenance plan for improvements.

#### **Key Action Steps:**

- 3.1. Perform annual audits of 25% of our schools' equipment which include the auditing of financial records, fixed assets, student data, and internal control procedures.
- 3.2. Determine the most effective system to secure front entrances with a camera/buzzer system through a collaborative effort with technology, maintenance, and district personnel.
- 3.3. Install new lighting on football field.
- 3.4. Determine the most effective way to renovate the track field.

- 3.5. Remove old lockers at the Junior High School.
- 3.6. Demolish old building around the campus.
- 3.7. Update the HVAC system throughout the district.
- 3.8. Renovate bathrooms throughout the district.
- 3.9. Replace entrance doors to buildings throughout the district.
- 3.10. Renovate the Special Education Building.

**GOAL I:**

**Improve student achievement through high quality instruction and a viable curriculum**

**Objective 1:**

**Provide a high-quality, well-rounded educational experience to all students that is rigorous, culturally relevant, healthful, and engaging.**

<b>KEY ACTION STEPS</b>	<b>START DATE</b>	<b>COMPLETION DATE</b>	<b>PERSON(S) RESPONSIBLE</b>	<b>RESOURCES</b>	<b>OUTCOME/UPDATE</b>
1.1. Implement project-based learning by creating instructional units aligned with Mississippi College and Career Readiness State Standards (MS - CCR).	August 2014	Ongoing	Building Principals Assistant Principals Lead Teachers Literacy Coaches Curriculum Coaches Teachers and Support Staff Curriculum Coordinator	MDE Framework Mississippi College and Career Readiness Standards Pacing Guides Lesson Plans Consultants MS Educator and Administrator Professional Growth System	Teachers will continue to develop pacing guides during grade level meetings, departmental meetings, Professional Learning communities (PLC) sessions, and School Leadership Team (SLT) meetings.  In the early grades (K-5), instructional units have been and are continuing to be created based on a theme-based approach of teaching

				(PGS) Instrument	<p>that is aligned to the Mississippi College and Career Readiness State Standards (MS - CCR).</p> <p>The district is organizing Professional Development time to create PBL assessments.</p> <p>In grades 6-12, Model Units will be created to focus on essential question-based Content Framework.</p> <p>Textbooks will also be adopted, purchased, and integrated into the units for all grades.</p>
1.2. Redesign the lesson planning process so that teachers know how to increase the rigor of a lesson and understand the learning progressions in the Mississippi College and Career Readiness State Standards (MS - CCR)	July 2014	Throughout the life of the Strategic Plan (2014-2019)	<p>Teachers</p> <p>Principals</p> <p>Assistant Principals</p> <p>Lead Teachers</p>	<p>MDE Curriculum Framework</p> <p>Mississippi College and Career Readiness Standards</p> <p>Mississippi</p>	<p>Through weekly meetings, continued efforts are made to critique and streamline lesson plans and pacing guides, provide training in identified areas, suggest intervention strategies and</p>

			Literacy Coaches	College and Career Readiness curriculum mapping units and all other related texts  Pacing Guides  Lesson Plans  Educator and Administrator Growth instrument	effectively use current data to make informed decisions.  Training will be offered starting with the 2014 Summer Institute on understanding the rigor and relevance framework, establish lessons on rigor and relevance framework, how to increase the R/R on previously taught lessons, increase the rigor of assessment items, and plan for a more rigorous classroom.
1. 3. Implement a district-wide literacy initiative	August 5 , 2014	Ongoing	Teachers  Principals Assistant Principals  Lead Teachers  Literacy Coaches	MDE Text Exemplars for grades 7-12 Digital Libraries  Classroom Libraries  Novel Sets	The Curriculum Coordinator will implement beginning 2014-2015 a district-wide literacy initiative to help improve skills identified in current data. The data reveals reading skill deficits in

			Leadership Teams	Accelerated Reading (AR) Mind Play Virtual Reading Coach	most reading skills tested.
1.4. Identify students with academic challenges and begin the RTI Process to address the problem areas.	August annually	October annually	Principals and Directors Assistant Principals Lead Teachers Teachers and Support Staff Teacher Support Teams	<del>Classworks</del> STAR i-Ready USA Test Prep Case 21 EZ Test Tracker District Benchmark Assessments <del>DRA Assessments</del> <del>Reading A-Z</del> <del>My Reading Coach</del>	Pre Tests administered in August to identify students needing intervention.  Use data from SATP2 and MCT2 to identify students in the lower 25% for ELA and Math.  District data is used to make instructional decisions.
1.5. Provide support and training to staff as changes are made in the curriculum.	June 2014	Ongoing	Principals Professional	MDE Regional Service	Professional development is assigned to teacher,

			<p>Development Coordinator</p> <p>Teachers</p> <p>Counselors</p> <p>Paraprofessionals</p>	<p>Agencies for Professional Development</p> <p>Delta Area Association of Improvement of Schools (DAAIS)</p>	<p>principals, and paraprofessionals based on needs evident in data and recommendations noted from observations. Targeted professional development is based on needs and to improve classroom practices and instruction.</p>
<p>1.6. Further evaluate professional growth through the teacher's evaluation instrument.</p>	<p>August 2014</p>	<p>May 2015</p>	<p>Principals</p> <p>Teachers</p>	<p>MSTAR PGS Instrument</p>	<p>The HCSD began implementing the Mississippi Teacher Assessment Rubric during the 2015-2016 school year. Educator and Administrator Growth Instrument is the current system for evaluating teachers. Fall and Winter evaluations begin with pre-conferences, followed by classroom observations, and then post-conference feedback with scripted next steps to improve</p>

					teaching and learning. Walkthroughs are conducted to ensure next steps are being followed.
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**Objective 2:**

**Develop strategies to increase the graduation rate and reduce the dropout rate.**

<b>KEY ACTION STEPS</b>	<b>START DATE</b>	<b>COMPLETION DATE</b>	<b>PERSON(S) RESPONSIBLE</b>	<b>RESOURCES</b>	<b>OUTCOME/UPDATE</b>
2.5. Implement graduation options as set forth by MDE	August 2014	Ongoing	High school principals  Counselors  Graduation Coach	MDE Graduation Pathways Options  HCSD Graduation Requirement Checklist	The building level administrators, counselors, teachers, and other support staff will mentor students by advising each on graduation options.
2.6. Offer mentoring/tutoring programs for all students	August 2014	Ongoing	Principals  Counselors  Graduation Coach  Teachers  Job for Mississippi Graduates (JMG) –	MDE  Colleges and Universities  Talent Search (MVSU)  JMG Program	The high school continues to offer opportunities for students to become exposed to colleges and careers by providing activities throughout the year.  Continue the implementation of the

			Job Specialist	<p>Upward Bound Program (MVSU)</p> <p>Choices Program – ICAP</p> <p>STAR Tutoring Program</p>	<p>required Individual Career Academic Plan (ICAP) beginning in the middle grades. Student work is updated in their plan throughout high school, leading to a resume for the student upon graduation.</p> <p>Character education program is provided at the elementary and middle school to aid students in making right decisions and to foster building positive relationships.</p>
2.7. Encourage student participation in school and community projects, clubs and organizations.	August 2014	Ongoing	<p>Teachers</p> <p>Club sponsors</p> <p>Counselor</p> <p>Building Principals</p> <p>Superintendent</p>	<p>Mississippi Economic Council – Mississippi Scholars</p> <p>Principal’s Youth Advisory Council</p> <p>Superintendent Youth Leadership Council</p> <p>Local sponsors of</p>	<p>The schools will continue to implement programs to encourage students to serve in their community.</p> <p>Local civic groups work with area schools to help provide community service projects and activities.</p>

				community, civic organization	
2.8. Further implement programs to assist students who fail courses or do not promote to the next grade.	June 2014	Ongoing	Counselors Principals Teachers Graduation Coach	Credit Recovery Program  Computer Assisted Programs such as <del>Classworks</del> i-Ready, USA Test Prep, and <del>Academy A+</del> , Case 21  Connections Academy Program  Teacher direct instructions  Curriculum Skills Checklist  <del>GED Program</del> 3-year Graduation Option	Building level principals will ensure students are identified, programs are fully implemented, and results are documented in a timely manner.

**Objective 3:**

**HCS D administrators, teachers, and support staff will maximize the support and effective use of technology into daily instruction to increase student engagement.**

ACTION STEP	START DATE	COMPLETION DATE	PERSON(S) RESPONSIBLE	RESOURCES	OUTCOME/UPDATE
3.1. Conduct an evaluation of current available technology to determine what is needed and what needs updating	June 1, 2014	September 30, 2014	Building Principals and Directors  District Technology Coordinators  HCS D E-Rate Coordinator	Technology Plan  Schoolwide Plans  School Improvement Plans	A thorough technology assessment and inventory will be conducted, to the classroom level, to determine the existing technology and future needs for technology. The assessment will cover classroom computers, mobile labs, interactive boards, and network/infrastructure condition.
3.2. Offer all teachers professional development that focuses on the use of technology to increase effectiveness of instruction and increased student engagement.	July annually	October annually	Principals and Directors  Assistant Principals  Curriculum Coordinator  Federal Programs Coordinator	<i>HCS D Summer Institute</i>  Online resources  MDE workshops  DAAIS workshops  NMEC workshops	Professional development is assigned to teacher, principals, and paraprofessionals based on needs evident in data and recommendations noted from observations. Targeted professional development is based on needs and to improve classroom

					<p>practices and instruction.</p> <p>Workshops will be scheduled during the HCSD Summer Institute for teachers and administrators to receive more in-depth professional development.</p> <p>Additional workshops in and out-of the district will be made available to all staff.</p>
3.3. Track all staff use and implementation of technology.	August 2014	Ongoing	<p>Principals and Directors</p> <p>Assistant Principals</p> <p>Lead Teacher</p>	<p>Technology Survey</p> <p>Technology Checklist</p>	<p>Administrators will monitor the use of technology through teachers' lesson plans and technology checkout logs, etc.</p>

**GOAL II:**

**Ensure a safe, secure, orderly learning environment for all**

**Objective 1:**

Provide support and training to school administrators, faculty and staff, parents, students and all community stakeholders in order to achieve safe, clean, well-maintained school buildings and transportation program; and a safe and well-disciplined school climate conducive to learning.

ACTION STEP	START DATE	COMPLETION DATE	PERSON(S) RESPONSIBLE	RESOURCES	OUTCOME/UPDATE
1.5. Assist administrators to train school teams in research-based behavior management strategies, such as <i>Effective School and Classroom Management and Positive Behavior Intervention System (PBIS)</i> .	July 2014	Ongoing as needed	HCSD Professional Development Coordinator  Principals  Teachers  Counselors  Positive Behavior Specialist	MDE – School Safety Manual and HCSD Safety Manual  Local Emergency Response Agencies: ( law enforcement, fire and emergency medical services)  Mental Health Agencies  Local Health Department	A district-wide plan (PBIS) to promote attendance, behavior, etc. will be a focus beginning August 2014. More students will be serviced, and we will integrate behavioral support with academic support. Local funds will support student incentives for research-based, rewards-driven behavior plans/behavior management to reduce missed opportunities to learn.          All school administrators will be

					<p>trained on Positive Behavior Intervention Systems (PBIS).</p> <p>Each building principal will then be responsible for training and implementing PBIS at the school level.</p>
<p>1.6. Provide resources and training to schools for the implementation of Safety and Crisis Management Plan.</p>	<p>June 2014</p>	<p>Ongoing as needed</p>	<p>HCSD Professional Development Coordinator</p> <p>Principals</p> <p>Teachers</p> <p>Students</p> <p>Parents</p>	<p>School Safety and Crisis Manual</p>	<p>All schools will conduct and maintain documentation of all staff and student drills or training.</p> <p>Staff training in the HCSD Safety and Crisis Plan shall be initiated during staff professional development prior to the first day of school.</p> <p>Student training in the HCSD will shall be initiated during the first week of school. Basic evacuation and lockdown procedures shall be explained on the first day of school.</p>

					All training records will be maintained on-site for the previous year as well as the current year and kept readily available for district review.
1.7. Assist administrators to provide legislatively mandated training to school resource officers, school safety officers, school bus drivers and district maintenance.	June 2014	Ongoing	MDE HCSD District Administrators  Professional Development Coordinator  Building Level Principals  Transportation Director  Director of Maintenance  School Resource Officers	MDE – School Safety Manual and HCSD Safety Manual  Chief Emergency Management Plan	All schools will conduct and maintain documentation of all staff and student drills or training.  Staff training in the HCSD Safety and Crisis Plan shall be initiated during staff professional development prior to the first day of school.
1.8. Further enforce the district’s bullying	August 2014	Ongoing	Building Level Principals	HCSD Code of Conduct Handbook	All Humphreys County Schools staff will be

<p>and harassment policy.</p>			<p>Teachers Counselors School Resource Officers School Nurses Local and State Agencies</p>	<p>HCS D Bullying and Harassment Policy</p>	<p>trained in the recognition and prevention of bullying and harassment.</p> <p>The HCS D Bullying and Harassment Policy will be reviewed at New Teacher Orientation and at all other staff orientations, as well.</p> <p>Documentation of all reported bullying and harassment incidents will be maintained at school site and then forwarded to district level as outlined in district policy.</p> <p>In September 2014, a Bullying and Harassment Awareness Committee will be formed to outline the activities for the Bullying Prevention Awareness Week in October.</p>
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**Objective 2:**

**Allocate resources and support for a safe and secure learning environment.**

<b>ACTION STEP</b>	<b>START DATE</b>	<b>COMPLETION DATE</b>	<b>PERSON(S) RESPONSIBLE</b>	<b>RESOURCES</b>	<b>OUTCOME/UPDATE</b>
2.1. Conduct a safety needs assessment.	Annual Report due each June	August annually	Building Principals  District Administrators  Teachers  School Custodial Staff	Safety Checklist  HCSD Repair Form  Safety and Crisis Response Plan	Identify potential challenges to a safe and orderly work and learning environment and address such challenges
2.2. Install, upgrade, or implement safety equipment deemed necessary to ensure a safe and secure learning environment.	June 2014	August annually	District's Maintenance Department  School Custodial Staff	District Funds	Identify potential challenges to a safe and orderly work and learning environment and address such challenges

**GOAL III:**

**Recruit, develop, and retain employees committed to the district's mission and vision**

**Objective 1:**

**Ensure that every classroom has a high-quality, effective educator supported by high-quality, effective administrators and support staff**

<b>ACTION STEP</b>	<b>START DATE</b>	<b>COMPLETION DATE</b>	<b>PERSON(S) RESPONSIBLE</b>	<b>RESOURCES</b>	<b>OUTCOME/UPDATE</b>
1.4. Attract, hire, and retain high-quality and diverse staff.	May 2014	Ongoing or until all positions are filled	HCSD Human Resource Director  Building Principals  Superintendent	Mississippi Department of Education – Teacher Center  Teach For America program – Delta State University  Job Fairs Sponsored by Colleges and University and locally hosted events  All newspapers	Identify, hire, and retain highly qualified certified and classified staff the mission of the school district
1.5. Attend job fairs sponsored by MDE, universities, and colleges	August 2014	Ongoing	HCSD Human Resource Director  Building Principals	Mississippi Department of Education – Teacher Center	Identify, hire, and retain highly qualified certified and classified staff the mission of the

			Member of School's Leadership Team  School Leadership Team  Mentors	Teach For America program – Delta State University  Job Fairs Sponsored by Colleges and University  All newspapers	school district
1.6. Provide an effective teacher induction program to help develop, enhance, and improve teaching and learning.	August 2014	Annually	HCSD Human Resource Director  Building Principals  Member of School's Leadership Team  School Leadership Team  Mentors	HCSD Teacher Induction Programs and Activities  Teacher Induction Handbook	Retention and growth of effective staff who foster attainment of the district mission and goals

**Objective 2:**

**Develop and implement a coherent, content-focused, best-practices plan for professional development of instructional leaders, support staff, and teachers.**

<b>ACTION STEP</b>	<b>START DATE</b>	<b>COMPLETION DATE</b>	<b>PERSON(S) RESPONSIBLE</b>	<b>RESOURCES</b>	<b>OUTCOME/UPDATE</b>
1.7. Provide orientation for all newly hired staff.	August 3, 2014	Annually	Superintendent Curriculum Development Coordinator  Federal Programs Coordinator  Professional Development Coordinator  Building Administrators  HCSD Human Resource Director	District's New Teacher Handbook  Title II Funds  District Funds  SIG Grant/Funds	Retention and growth of effective staff who foster attainment of the district mission and goals
1.8. Provide teachers with relevant data, current technology and ongoing training with scaffolded	July 22, 2014	Ongoing		<i>HCSD Summer Institute</i> – July 22-25, 2014  Online resources	Workshops will be scheduled during the HCSD Summer 2014 Institute for teachers and administrators to

implementation, and online access to an array of classroom resources to improve instruction and classroom management.				MDE workshops DAAIS workshops	receive more in-depth professional development.  Additional workshops in and out-of the district will be made available to all staff.
1.9. Provide mentors for all new staff employed with the district	August 3, 2014	Ongoing	HCSD Human Resource Director  Building Principals  Superintendent	Title II Funds  District Funds <del>SIG Grant/Funds</del>	

**GOAL IV:**

**Build strong instructional leaders**

**Objective 1:**

**Establish structured study groups and administrative training activities to increase capacity.**

<b>ACTION STEP</b>	<b>START DATE</b>	<b>COMPLETION DATE</b>	<b>PERSON(S) RESPONSIBLE</b>	<b>RESOURCES</b>	<b>OUTCOME/UPDATE</b>
1.1. Select professional literature and consultants to	July 2014	Ongoing	Superintendent  Assistant	MDE  Regional Service	Beginning 2014-2015 all administrators will be given copies of

<p>conduct administrative trainings.</p>			<p>Superintendent Professional Development Coordinator Building Principals Directors Supervisors</p>	<p>Agencies for Professional Development  Delta Area Association of Improvement of Schools (DAAIS)  North Mississippi Education Consortium (NMEC)  Books from ASCD  Professional Development Survey</p>	<p>several books to use as book studies in study groups.  Administrators will also use selected books to conduct book studies within their respective buildings.  HCSD currently works with the Delta State University to provide professional development to our administrators. The district also works closely with the Mississippi Department of Education and the North Mississippi Education Consortium, which is housed at the University of Mississippi.  Efforts are being made to select a program to provide leaders with the knowledge to better identify good</p>
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					instruction and the expertise in coaching to improve instruction.
1.2. Organize structured bi-monthly study groups to ensure continuity of learning beyond initial introduction	August 2014	May 2015	Superintendent Assistant Superintendent Professional Development Coordinator Building Principals Directors Supervisors	Books from ASCD Study Logs	The Superintendent or his designee will conduct bi-monthly principals' meetings.

**Objective 2:**

**Increase accountability for all administrators**

<b>ACTION STEP</b>	<b>START DATE</b>	<b>COMPLETION DATE</b>	<b>PERSON(S) RESPONSIBLE</b>	<b>RESOURCES</b>	<b>OUTCOME/UPDATE</b>
1.3. Develop an accountability system that ensures	August 2014	May 2015	Superintendent PLC Facilitators	PLC Plan	Beginning the 2014-2015 school year the principals will schedule

implementation of Professional Learning Communities (PLC)			Principals Teachers School Leadership Team Grade Level PLC's		common planning times for teachers and lead teachers to attend professional learning communities. Principals will be required to have written plans and documentation to log such meetings.
1.4. Implement principal-directed professional learning communities at the school level.	August 2014	May 2015	Superintendent Principals Teachers	PLC Plan	The Superintendent along with district office administrative team will began developing materials to be used during PLC meetings. Written plans will be submitted and reviewed by the Superintendent.
1.5. Further evaluate professional growth through the principal's evaluation instrument.	August 2014	May 2015	Superintendent Principals	PGS	The HCSD implements the PGS. It is the current system for evaluating principals. Goals are set in the fall, with coaching conversations,

					observations, and evidences gathered to evaluate effectiveness throughout the process.
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**GOAL V:**

**Improve staff, student, parent, and community participation in the educational process at all levels**

**Objective 1:**

**Build strong relationships with all stakeholders to increase trust and shared responsibility**

<b>ACTION STEP</b>	<b>START DATE</b>	<b>COMPLETION DATE</b>	<b>PERSON(S) RESPONSIBLE</b>	<b>RESOURCES</b>	<b>OUTCOME/UPDATE</b>
1.1. Use multiple and appropriate methods of communication and engagement to reach all stakeholders throughout the county to gain	June 2014	Ongoing	District Office Administrators  Building Level Principals School Parent Liaisons  Teachers	District Website  Automated Instant Messaging (AIM) System  Active Parents  School/District	HCSD will continue its efforts in communicating expectations and disseminating information to all stakeholders in a timely manner, as events and activities are scheduled.

<p>meaningful input.</p>			<p>Counselors</p>	<p>Newsletters</p> <p>District's Calendar</p> <p>Annual Open House Programs</p> <p>Parent Night Out Activities</p> <p>Parent and Teacher Conferences</p> <p>Take-home Folders</p> <p>Back to School Rally</p> <p>School and Community Health Fairs</p> <p>Parent Advisory Meetings</p> <p>Annual Parent Orientation Sessions</p> <p>Community Partnerships with</p>	
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				local schools	
1.2. Survey stakeholders on annual basis to give all a voice in the educational process	August 2014	Ongoing - throughout the life of the plan	District Office Administrators Building Level Principals School Parent Liaisons Teachers Counselors	District/school level surveys	Parents participate in surveys and the district hold open forum meetings twice a year to provide updates on the progress of the schools and district.

**Objective 2:**

**Promote programs to develop and enhance student learning and the participation in the school**

<b>ACTION STEP</b>	<b>START DATE</b>	<b>COMPLETION DATE</b>	<b>PERSON(S) RESPONSIBLE</b>	<b>RESOURCES</b>	<b>OUTCOME/UPDATE</b>
2.1. Provide assistance to schools to help identify opportunities to secure the resources and	July 2014	Ongoing	District Office Administrators Building Level Principals	School Parent Centers Federal Programs Funds	Partnerships have been established with various agencies throughout area communities and surrounding cities to aid parents and

<p>services they need to support their students, parents, and families.</p>			<p>School Parent Liaisons</p> <p>Teachers</p> <p>Counselors</p> <p>School Nurses</p> <p>Child Food and Nutrition Director</p>	<p>Mckinney Homeless Grant</p> <p>SIG Grant</p>	<p>families.</p> <p>The district partner with Life Help (Mental Health Agency) for student and family counseling.</p> <p>Each school has a school nurse who facilitates various activities, including community groups and organization to aid in promoting a healthy lifestyle.</p> <p>School counselors provide guidance in academic, career, and personal and social skills.</p>
<p>2.2. Increase parent and community involvement in decision-making through school leadership groups and use of surveys used to guide decision-making.</p>	<p>June 2014</p>	<p>Ongoing</p>	<p>District Office Administrators</p> <p>Building Level Principals</p> <p>School Parent Liaisons</p>	<p>PTSA</p> <p>P16 Council</p> <p>Parent Advisory Meetings</p> <p>Annual Surveys</p>	<p>There are district-wide planning sessions, parenting meetings, the P16 Council, PTSA meetings and school activities that promote ownership and gives parents and community a voice in the decision-</p>

			Teachers Counselors		making process.
2.3. Provide all resources necessary for adequate translation and interpretation services at all schools.	August 2014	Ongoing	District Office Administrators Building Level Principals School Parent Liaisons Teachers Counselors District ELL Coordinator	School Parent Centers Federal Programs Funds Mckinney Homeless Grant District Funds Native Language Survey	The district uses Transact to translate print communications into native language of parents.  We offer resources in each of the Parent Resource Centers – computers, brochures, parenting skills resources, technology assistance, and literature on developmental levels.

**GOAL VI:**

**Manage the district’s fiscal resources in a responsible and effective manner**

**Objective 1:**

Align resources to accomplish priorities within a balance budget

<b>KEY ACTION STEP</b>	<b>START DATE</b>	<b>COMPLETION DATE</b>	<b>PERSON(S) RESPONSIBLE</b>	<b>RESOURCES</b>	<b>OUTCOME/UPDATE</b>
1.3. Ensure on-going financial stability through comprehensive budgeting and managed purchasing.	June 2014	Ongoing	Superintendent Chief Financial Officer	Annual Financial Report	Sound financial records, business practices, and stable district fund balance
1.4. Maintain a 25% district maintenance fund balance to protect the district from deficiencies in local, state, and federal funding.	June 2014	Ongoing	Superintendent Chief Financial Officer	Annual Financial Report	Sound financial records, business practices, and stable district fund balance

**Objective 2:**

Improve efficient use of resources, processes and management structure to support district innovation.

<b>KEY ACTION STEP</b>	<b>START DATE</b>	<b>COMPLETION</b>	<b>PERSON(S)</b>	<b>RESOURCES</b>	<b>OUTCOME/UPDATE</b>
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		<b>DATE</b>	<b>RESPONSIBLE</b>		
2.1. Ensure facility equity among schools as new facilities are built and renovated over time.	June 2014	Ongoing	Superintendent Chief Financial Officer HCSD Board of Education	Annual Facilities Survey Report	Buildings, grounds, infrastructure, and equipment necessary for safe and orderly work and learning environment
2.6. Coordinate development of long range district's technology plan with IT department.	June 2014	Ongoing	Superintendent Chief Financial Officer District Technology Coordinator	HCSD Technology Plan	Buildings, grounds, infrastructure, and equipment necessary for safe and orderly work and learning environment
2.3. Maintain adequate insurance coverage for all facilities.	June 2014	Ongoing	Superintendent Chief Financial Officer HCSD Board of Education		Buildings, grounds, infrastructure, and equipment necessary for safe and orderly work and learning environment
2.4. Provide training to bookkeepers, administrators, district office personnel as well as new employee training.	June 2014	Ongoing	Superintendent Chief Financial Officer Professional	MDE Training and Workshops Schedule	Develop and maintain an effective and efficient workforce

			Development Coordinator		
2.5.Promote an atmosphere of collegiality where everyone should be able to work together and perform his/her duties at and across any level with a professional attitude to eliminate territorial issues.	June 2014	Ongoing	Superintendent Chief Financial Offer District Office Bookkeepers	Surveys Job Descriptions	Develop and maintain an effective and efficient workforce

**Objective 3:**

Assess and inventory current equipment and physical facilities conditions using external professional consultants to formulate a long range facility maintenance plan for improvements.

<b>KEY ACTION STEP</b>	<b>START DATE</b>	<b>COMPLETION DATE</b>	<b>PERSON(S) RESPONSIBLE</b>	<b>RESOURCES</b>	<b>OUTCOME/UPDATE</b>
3.1. Perform annual audits of 25% of our schools' equipment which include the auditing of financial records, fixed assets, student data, and internal	June 2014	Ongoing	Superintendent Chief Financial Offer	Annual Audit Reports	

control procedures.			District Office Bookkeepers  HCSD Fixed Assets Coordinator		
3.2. Determine the most effective system to secure front entrances with a camera/buzzer system through a collaborative effort with technology, maintenance, and district personnel.	June 2014	Ongoing until Project is completed	Superintendent  Chief Financial Offer  District Office Bookkeepers	Contactor's Bids	Buildings, grounds, infrastructure, and equipment necessary for safe and orderly work and learning environment
3.3. Install new lighting on football field.	June 2014	Ongoing until project is completed	Superintendent  Chief Financial Offer  District Office Bookkeepers		Buildings, grounds, infrastructure, and equipment necessary for safe and orderly work and learning environment
3.4. Determine the most effective way to renovate the track field.	June 2014	Ongoing until project is completed	Superintendent  Chief Financial Offer  District Office	Contactor's Bids	Buildings, grounds, infrastructure, and equipment necessary for safe and orderly work and learning environment

			Bookkeepers		
3.5. Remove old lockers at the Junior High School.	June 2014	Ongoing until project is completed	<p>Superintendent</p> <p>Chief Financial Offer</p> <p>District Office Bookkeepers</p> <p>Director of Maintenance, Plant and Facilities</p>		Buildings, grounds, infrastructure, and equipment necessary for safe and orderly work and learning environment
3.6. Demolish old building around the campus.	June 2014	Ongoing until project is completed	<p>Superintendent</p> <p>Chief Financial Offer</p> <p>District Office Bookkeepers</p> <p>Director of Maintenance, Plant and Facilities</p>	Contractor's Bids	Buildings, grounds, infrastructure, and equipment necessary for safe and orderly work and learning environment
3.7. Update the HVAC system throughout the	June 2014	Ongoing until project is	Superintendent	Contractor's Bids	Buildings, grounds, infrastructure, and

district.		completed	Chief Financial Offer District Office Bookkeepers Director of Maintenance, Plant and Facilities		equipment necessary for safe and orderly work and learning environment
3.8. Renovate bathrooms throughout the district.	June 2014	Ongoing until project is completed	Superintendent Chief Financial Offer District Office Bookkeepers Director of Maintenance, Plant and Facilities	Contactors' Bids	Buildings, grounds, infrastructure, and equipment necessary for safe and orderly work and learning environment
3.9. Replace entrance doors to buildings throughout the district.	June 2014	Ongoing until project is completed	Superintendent Chief Financial Offer	Contactors' Bids	Buildings, grounds, infrastructure, and equipment necessary for safe and orderly work and learning

			District Office Bookkeepers  Director of Maintenance, Plant and Facilities		environment
3.10. Renovate the Special Education Building.	June 2014	Ongoing until project is completed	Superintendent  Chief Financial Offer  District Office Bookkeepers  Director of Maintenance, Plant and Facilities	Contactor's Bids	Buildings, grounds, infrastructure, and equipment necessary for safe and orderly work and learning environment