

MNPS STRATEGIC PLAN

MISSION STATEMENT:

Our purpose is to do whatever it takes for all students to acquire the knowledge and skills to become productive responsible citizens.

VISION STATEMENT:

Our vision is to become the top performing school district in the nation.

Strategic Directives:

- 1. Maximize each and every student's learning and eliminate achievement disparities that exist among different student groups.**
- 2. Provide a safe/secure and nurturing environment.**
- 3. Manage fiscal and physical resources to get the most effective uses of the dollars available.**
- 4. Strengthen parental/community ownership of the school system and their commitment to its success.**
- 5. Value and respect the diversity in our schools and community.**
- 6. Earn the trust and confidence of stakeholders through timely two-way channels of communication.**
- 7. Govern and manage the school system by focusing on results.**
- 8. Attract, train, and retain a highly qualified staff.**

STRATEGIC PLAN

Strategic Directive 1: Maximize each and every student’s learning and eliminate achievement disparities that exist among different student groups.

2007 Target 1.1: Decrease the percentage of students in Q1 to 10% and Q2 to 15% on the TCAP.

Goal: Move 3.0% of the students from Q1 to Q2 in reading, 2.4% in language, 2.5 % in mathematics, 4.8% in science and 3.7% in social sciences; and 5.1% of the students from Q2 to Q3 in reading, 3.9% in language, 4.6% in mathematics, 8.1% in science, and 6.9% in social science on all tests at all grade levels and subjects on the TCAP.			
Action Steps:	Person(s) responsible:	Timelines	Budget:
1.1.1 Set District annual improvement goals on the Terra Nova (TCAP) of composite reading, language, mathematics, science, and social science scores.	Dir., Coord. Res. & Eval	Annually	
1.1.2 Disaggregate data for each school and District by gender, socio-economic status, ethnicity, grade level, Special Ed., ELL, and Gifted, by course and by teacher.	Dir., Coord. Res. & Eval.	Annually	
1.1.3 Reaggregate data each year so that all teachers receive scores for children in their classroom.			
1.1.4 Identify all students in Q1 and Q2 in all schools.	Dir., Coord. Res. & Eval.	Annually	
1.1.5 Train all principals/teachers to interpret the TCAP reports.	Dir., Coord. Res. & Eval.	Annually	
1.1.6 Arrange grade or subject level meetings to review Classroom Connections to Terra Nova and to analyze grade level skills tested on the TCAP.	K-12 Dir. K-12 Dir., Principals	Annually	
1.1.7 Identify least mastered objectives by subject and grade level in each school.	Dir., Coord. Res. & Eval.	Annually	
1.1.8 Match TCAP objectives to adopted textbooks and supplemental materials.	LSS	2002-3	\$ 5,000

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Strategic Directive 1: Maximize each and every student’s learning and eliminate achievement disparities that exist among different student groups.

2007 Target 1.1: Decrease the percentage of students in Q-1 to 10% and Q-2 to 15% on the TCAP.

Goal: Move 3.0% of the students from Q1 to Q2 in reading, 2.4% in language, 2.5 % in mathematics, 4.8% in science and 3.7% in social sciences; and 5.1% of the students from Q2 to Q3 in reading, 3.9% in language, 4.6% in mathematics, 8.1% in science, and 6.9% in social science on all tests at all grade levels and subjects on the TCAP.			
Action Steps (cont.):	Person(s) responsible:	Timelines	Budget:
1.1.9 Develop transportable intervention programs for all Q-1 and Q-2 students.	LSS	2002-3	\$15,000
1.1.10 Implement the Focus on Achievement program in up to seventy K-12 schools, including On-Notice and School Improvement Schools. (77 schools being implemented)	CIO Coord. Lang Arts & Math	2002-3	\$1,500,000
1.1.11 Collect data and evaluate improvements in Focus on Achievement Schools.	Dir., Coord. Res. & Eval.	2002-3	
1.1.12 Provide District-led informational meetings by cluster for parents on interpreting TCAP scores and working with their children to improve scores.	LSS	2003-4	\$ 1,000
1.1.13 Recommend and adopt a District calendar that maximizes student-learning time.	Cabinet & Board	Annually	
1.1.14 Review and revise every school’s master schedule to maximize student-learning time. Ensure that all K-6 students have class schedules that provide instruction in all subject areas tested on the TCAP. Ensure that Grade 7-8 students in Q-1 and Q-2 are receiving all subject instruction as well.	CIO K-12 Dir. Principals	Annually Ongoing	
1.1.15 Work with principals to reduce interruptions to instructional learning time.	CIO Asst. Supts. K-4, 5-8 & 9-12		

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2007 Target 1.1: Decrease the percentage of students in Q-1 to 10% and Q-2 to 15% on the TCAP.

Goal: Move 3.0% of the students from Q1 to Q2 in reading, 2.4% in language, 2.5 % in mathematics, 4.8% in science and 3.7% in social sciences; and 5.1% of the students from Q2 to Q3 in reading, 3.9% in language, 4.6% in mathematics, 8.1% in science, and 6.9% in social science on all tests at all grade levels and subjects on the TCAP.

Action Steps (cont.):	Person(s) Responsible:	Timelines	Budget:
1.1.16 Analyze data on attendance and school change(s) during the school year for students scoring in Q-1 and Q-2. Examine policy implications for student transfers	Dir., Coord. Res. & Eval., Dir. Student Assignment	Annually	
1.1.17 Provide test taking strategies inservice for principals/teachers	CIO, LSS	Annually	
1.1.18 Improve the school opening and closing procedures so that all students are in class ready to begin instruction on their first day of school.	LSS	Annually	
1.1.18.1 Improve timely notification to schools about incoming students so students’ schedules can be in place when school opens.	LSS Student Assignments	Annually	
1.1.18.2 Formalize notification of school assignment to students before school starts to reduce lost instructional days.	LSS, Comm., IT	Annually	Postage
1.1.18.3 Formalize notification of transportation information to students before school starts to reduce lost instructional days.	LSS, Transportation;Comm; IT	2002-4	Postage
1.1.18.4 Complete SIP rezoning to improve timeline for development of school projections and determination of staffing levels so personnel can be in place when school opens.	Construction; HR, Student Assignment Services	Ongoing	

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2007 Target: 1.1: Decrease the percentage of students in Q-1 to 10% and Q-2 to 15% on the TCAP.

Goal: Move 3.0% of the students from Q1 to Q2 in reading, 2.4% in language, 2.5 % in mathematics, 4.8% in science and 3.7% in social sciences; and 5.1% of the students from Q2 to Q3 in reading, 3.9% in language, 4.6% in mathematics, 8.1% in science, and 6.9% in social science on all tests at all grade levels and subjects on the TCAP.			
Action Steps (cont.):	Person(s) responsible:	Timelines	Budget:
1.1.18.5 Monitor and improve accuracy of school projections to minimize personnel changes after school starts.	LSS and HR Student Assignment Services	2002-4 In progress	
1.1.18.6 Complete the transition to four-year middle schools to reduce the number of routine school changes for students.	Construction Student Assignment Services	Significant progress In planning stage	
1.1.19 Provide an appropriate summer program for Q-1 and Q-2 students to prevent the regression of learning in the summer.	LSS	Ongoing	
1.1.20 Develop appropriate library programs for Q-1 and Q-2 students to incorporate best practices.	Coordinator of Library Services	In progress	
1.1.21 Evaluate, develop, strengthen, and promote Enhanced Option Schools and Cluster Design Centers to ensure each complies with the spirit and intent of the SIP	CIO, LSS, Comm., Student Assignment		
1.1.22 Explore adding PreK programs to all Metro elementary schools.	Dir.PreK, Dir.PreK-4, LSS	2003-4	
Will Be How Goal Evaluated			
Scores on the TCAP Assessment.			

STRATEGIC PLAN

Strategic Directive _1: Maximize each and every student’s learning and eliminate achievement disparities that exist among different student groups.

2007 Target _1.1a: Increase the percentage of students in Q-4 to 40% on the TCAP.

Goal: Move 3.1% of the students from Q-3 to Q-4 in reading, 8% in language, 2.6% in mathematics, 5.3% in science and 4.8% in social studies			
Action Steps (cont.):	Person(s) responsible:	Timelines	Budget:
1.1a.1 Identify all students in Q-3 and Q-4	Research & Evaluation	Completed	
1.1a.2 Identify TCAP objectives not mastered or partially mastered by student and school for Q-3 and Q-4.	Research & Evaluation	Completed	
1.1a.3 Provide staff development for principals and teachers on instructional strategies for high achieving students.	LSS	Ongoing	
1.1a.4 Provide supplementary programs and materials that target higher-level TCAP objectives.	LSS, Principals	Ongoing In progress	
1.1a.5 Increase the number of enrichment programs in elementary and middle schools.	LSS, Principals	Ongoing In progress	
1.1a.6 Provide challenging curriculum to meet the needs of more capable learners.	LSS	Ongoing In planning stage	
How Goal Will be Evaluated			
Percent of students in Q-4			

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Strategic Directive 1: Maximize each and every student’s learning and eliminate achievement disparities that exist among different student groups.

2007 Target 1.2: Increase the percentage of students passing the Gateway tests to 100%.

Goal: Determine the percentage of students passing Gateway tests and set goals.			
Action Steps:	Person(s) responsible:	Timelines	Budget:
1.2.1 Ensure that all teachers teaching courses in which Gateway tests are given complete District training.	LSS	2001-3 Significant progress	\$15,000
1.2.2 Evaluate content in pre-requisite courses in middle and high schools to ensure that the content leads to success in courses giving the Gateway test.	CIO LSS Coordinators	2001-3 In progress	\$10,000
1.2.3 Develop and provide intervention programs before, during, and after school as well as on Saturdays, for students who do not pass the Gateway tests.	LSS	2001-3 In progress	\$120,000
1.2.4 Provide necessary materials and resources for courses in which Gateway tests are given.	LSS	Ongoing Significant progress	\$25,000
1.2.5 Develop Focus on Achievement Program for Gateway remediation classes.	LSS	2003-4	\$30,000
1.2.6 Disaggregate Gateway results to determine which groups of students are succeeding and failing and revise interventions to ensure greater success of all students.	Dir., Coord. Res. & Eval.	Annually completed	
1.2.7 Provide professional development for middle and high school principals on Gateway indicators.	LSS	2002-3 completed	

<p>How Goal Will Be Evaluated</p> <p>Percentage of students passing Gateway tests.</p>

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2007 Target 1.3: Increase the percentage of students achieving proficiency on the TCAP Writing Assessment to 90%

Goal: Increase the percentage of students passing the TCAP writing assessment by 4.3% (from 68.6% to 72.9%)			
Action Steps:	Person(s) responsible:	Timelines	Budget:
1.3.1 Disaggregate and analyze results of TCAP Writing Assessment to determine successful and unsuccessful students and revise programs and instruction accordingly.	Dir., Coord. Res. & Eval. Coord. Lang Arts	Annually completed	
1.3.2 Continue Write-Way workshops for teachers.	Coord. Lang. Arts CIO	Ongoing Completed 2002-2003	\$ 5,000
1.3.3 Provide staff development for principals and teachers on teaching writing.	LSS CIO	2002-3 in progress	\$20,000
1.3.4 Work with the State Department of Education to align the TCAP writing assessment with “best practices” per the research.		2002-3 in progress	

How Goal Will Be Evaluated
Percentage of students passing the TCAP Writing Assessment.

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2007 Target 1.4: Increase the percentage of students passing District assessments to 90% or higher.

Goal: Begin development of assessments aligned to District standards and collect data.			
Action Steps:	Person(s) responsible:	Timelines	Budget:
1.4.1 Develop K-12 assessments in reading, writing, and mathematics aligned to District Standards.	CIO Dir., Res. & Eval.	2002-5 in progress	\$20,000
1.4.2 Train teachers and principals to use assessment information to guide instruction.	CIO Dir., Res & Eval.	2002-6 in progress	\$ 5,000
1.4.3 Use assessment data to revise instructional programs.	K-12 Director CIO, LSS, Principals	Ongoing Significant Progress	
1.4.4 Train teachers and administrators to develop quality classroom assessments.	Dir., Coord. Res. & Eval.	2004-5	\$15,000
How Goal Will Be Evaluated			
Percentage of students passing District Assessments.			

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2007 Target 1.5: Reclassify all Fluent English Speaking (FES) English Language Learners (ELL) to Fluent English Proficient (FEP) within 2 years of attainment of FES status.

Goal: Determine the number of students who are reclassified and the length of time required.			
Action Steps:	Person(s) responsible:	Timelines	Budget:
1.5.1 Develop and adopt District Academic Standards for English Language Learners.	CIO K-12 Director	2003-4	\$20,000
1.5.2 Review and revise the process for assessing English Language Learners.	Coord. ELL	2001-2 Completed	
1.5.3 Train teachers and principals to administer IPT test to all English Language Learners	Coord. ELL	Ongoing Completed for 2002-2003	\$10,000
1.5.4 Develop and implement a plan to provide more effective ELL programs.	Coord. ELL	2001-3 Completed	
1.5.5 Develop and implement a plan to more effectively register ELL students.	Coord. ELL	2001-2 Completed	
1.5.6 Develop a program within the District to license more ELL teachers.	Coord. ELL Dir., HR	2002-3 Completed	\$15,000
1.5.7 Provide staff development in effective methods for teaching ELL students.	Coord. ELL	Ongoing Significant progress 2002-2003	
1.5.8 Provide materials and resources for ELL programs.	CIO Coord. ELL	Ongoing Significant Progress 2002-2003	
1.5.9 Complete establishment of consistent locations for ELL programs to provide students receiving ELL services with the same consistent three-tier structure that will be available for most other students.	Student Assignment; ELL	2002-4 Completed	

How Goal Will Be Evaluated
Identification of the number of ELL students reclassified.

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2007 Target 1.6: Decrease the percent of D’s to 15% or less and F’s to 10% or less each semester.

Goal: Determine current percentages and set goals for future years.			
Action Steps:	Person(s) responsible:	Timelines	Budget:
1.6.1 Develop a method for collecting the K-12 grade distribution data.	LSS CTO	2002-3 Completed for grades 5-12*	\$ 5,000
1.6.2 Develop and analyze grade distribution reports and provide reports for principals each semester.	Res. & Eval.	2002-3 Completed for grades 5-12*	
1.6.3 Work with principals on how to assist teachers with high “D” and “F” rates.	CIO , Asst. Supt. K-12	Ongoing Completed for grades 5-12*	
1.6.4 Work with administrators to assist teachers in developing effective and researched-based grading policies.	CIO, Asst. Supt. K-12	Ongoing	
1.6.5 Examine and revise District grading policy as needed.	LSS	2002-3 Significant progress	
1.6.6 Examine criteria for grading, including homework, and make changes as necessary.	LSS	2002-4 Significant progress	
1.6.7 Analyze policies (e.g., suspension, attendance, promotion/retention, homework) to determine if there is a negative impact on grades. Make changes as necessary.	LSS Student Serv. Principals	Ongoing Significant progress	
*need data from student information system for K-4			
How Goal Will Be Evaluated			
Identification of current grade data.			

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2007 Target 1.7: Increase the number AP tests taken to at least 3500 with a pass rate of 90%

Goal: Increase the number of AP tests taken by 358 and the pass rate by 6.4%.			
Action Steps:	Person(s) responsible:	Timelines	Budget:
1.7.1 Increase the number of AP courses offered at each high school.	LSS Principals	Ongoing In progress	
1.7.2 Ensure parity in AP offerings from school to school.	LSS Principals	Ongoing Some progress 2002-2003	
1.7.3 Provide staff development for AP teachers.	LSS Principals	Ongoing	\$10,000
1.7.4 Provide staff development for “vertical teams” for middle and high school teams.	LSS Principals	2001-4	\$325,000
1.7.5 Provide summer programs for students to help them prepare for AP classes.	LSS	Annually In progress	Career Ladder/ Tuition
1.7.6 Revise AP curriculum to enhance quality of programs.	LSS	Ongoing	\$ 5,000
1.7.7 Identify needs and provide additional resources and materials for AP and honors courses.	LSS Ass’t Supt Bus/Fac	Ongoing In progress	\$100,000
1.7.8 Determine if distance learning opportunities can assist in providing access for all students to a full range of course offerings.	LSS, IT	2002-3 In progress	
1.7.9 Examine feeder classes to ensure quality programs, instruction and materials to prepare students for AP and honors classes at the middle and high schools.	LSS	2002-3 Significant progress	
How Goal Will Be Evaluated			
Number of AP tests taken and the pass rate.			

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2007 Target 1.8: Increase the average ACT scores to 22.

Goal: Increase the average ACT score by .66.			
Action Steps:	Person(s) responsible:	Timelines	Budget:
1.8.1 Examine and evaluate disaggregated data on the ACT by high school.	LSS	Ongoing	
1.8.2 Integrate skills tested on the ACT in middle and high school courses.	LSS	2002-4 Completed in Reading & Writing	\$10,000
1.8.3 Develop curriculum and implement ACT preparation classes in all high schools.	LSS	2002-4	\$ 5,000
1.8.4 Administer the preliminary ACT to assist students in improving individual scores.	Res. & Eval. Principals	Ongoing	
1.8.5 Work with the State and legislature on eliminating the requirement to administer the ACT to all students.	CIO	2002-3	Completed

How Goal Will Be Evaluated
ACT scores.

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2007 Target 1.9: Increase the average SAT scores to 1150.

Goal: Increase the average SAT score by 10 points.			
Action Steps:	Person(s) responsible:	Timelines	Budget:
1.9.1 Examine and evaluate disaggregated data by high school.	LSS	Ongoing	
1.9.2 Integrate skills tested on the SAT in middle and high school courses.	LSS	2002-4	\$10,000
1.9.3 Adopt and implement curriculum for SAT preparation in all high schools.	LSS	2002-4	\$ 5,000
1.9.4 Administer the preliminary SAT (PSAT) to sophomores to assist students in improving their scores.	Principals CIO	2003 fall annually thereafter	

How Goal Will Be Evaluated
SAT scores.

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2007 Target 1.10: Decrease the drop out rate to less than 5%.

Goal: Decrease the drop out rate by 2.4%.			
Action Steps:	Person(s) responsible:	Timelines	Budget:
1.10.1 Define “drop out rate.”	Res. & Eval.	2001-2 Completed	
1.10.2 Assist the principals in developing intervention programs at every school.	LSS, Student Services	Ongoing Significant progress	
1.10.3 Identify middle and high school students who exhibit “at risk” factors and provide intervention programs/schools for them.	LSS, Student Services	Ongoing Significant progress	\$500,000
1.10.4 Open a “renaissance” school to prevent students from dropping out	CIO, Asst. Supts. K-12	2002-3 Completed	\$100,000
1.10.5 Identify elementary students who exhibit “at risk” factors and provide preventative intervention programs.	LSS Student Services	Ongoing Significant progress	
1.10.6 Evaluate, revise and/or eliminate system-wide procedures that may cause students to fail including promotion/retention policies, grading practices, etc.	LSS Student Services	Ongoing Significant progress	
1.10.7 Develop counseling programs to assist “at-risk” students.	Student Services	Ongoing	
1.10.8 Develop programs designed to prevent and reduce absenteeism.	Student Services	Ongoing	
1.10.8 Complete transition to the three-tier structure with consistent feeder patterns so student progress and transitions can be more closely monitored by schools.	Construction; Student Assignment	2002-4	
How Goal Will Be Evaluated			
Drop out rate.			

STRATEGIC PLAN

Strategic Directive 1: Maximize each and every student’s learning and eliminate achievement disparities that exist among different student groups.

2007 Target 1.11: Increase the percentage of students completing four-year college entrance requirements to 65%.

Goal: Determine the number of students completing four-year college entrance requirements and set goals.			
Action Steps:	Person(s) responsible:	Timelines	Budget:
1.11.1 Determine the number of students currently meeting college admission requirements.	LSS, CTO	2003-4 Ongoing	\$60,000
1.11.2 Develop and implement more courses to meet the college entrance requirements.	LSS	Some progress	
1.11.3 Ensure that all high school counselors provide information to all students on post-secondary options and scholarships.	Student Services	Ongoing	
1.11.4 Increase college-awareness counseling for middle school students.	LSS Student Services	Ongoing 2001-4 In progress	
1.11.5 Provide training and implement an Advance Via Individual Determination (AVID) program in all secondary schools. Operating in 3 of 11 comprehensive high school	LSS	Ongoing	
1.11.6 Partner with local universities to provide “outreach” programs to encourage middle and high school students to attend college.	LSS Student Services	2003-4 Ongoing In progress	
1.11.7 Evaluate the effectiveness of Project GRAD and revise as necessary (new name Imagine College)	LSS		
1.11.8 Implement distance learning opportunities to provide access for all students to a full range of course offerings.	LSS		
1.11.9 Create subject area course sequences to ensure students have the prerequisite skills to be successful in college			

How Goal Will Be Evaluated
Number of students completing the four-year entrance requirements.

STRATEGIC PLAN

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2007 Target 1.11: Increase % of students completing 4 year college entrance requirement to 65%.

Goal: Determine the number of students completing four-year college entrance requirement and set goals.			
Action Steps (cont.):	Person(s) responsible:	Timelines	Budget:
1.11.10 Consider opening a Technology high school	CTO;LSS Principal	2004-05	

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Strategic Directive 1: Maximize each and every student’s learning and eliminate achievement disparities that exist among different student groups.

2007 Target 1.12: Ensure that the special education population is equal to or less than the national average and the subgroup percentages reflect the MNPS general education population.

Goal: Compare the number of students in special education and the national average and the demographics in general and special education, then set improvement targets.

Action Steps:		Timelines	Budget
1.12.1 Align all special education programs with State and Federal guidelines and transition students out of programs. When appropriate		2002-3 Some progress	
1.12.2 Examine and improve the extent to which special education students are appropriately included in regular education classes.		2002-3	
1.12.3 Examine and align the curriculum with district standards in all special education classes.		Ongoing In progress	\$15,000
1.12.4 Ensure that all students on an IEP have the opportunity to participate in general curriculum. Move to the least restrictive environment.		Ongoing In progress	\$40,000
1.12.5 Provide professional development for teachers, educational assistants, principals, administrators, and staff on instructing special needs students in the special education and general education classroom.		Ongoing	\$40,000
1.12.6 Provide research and standards-based professional development for teachers and principals on how to intervene with low achieving students and with students with behavioral problems in the general classroom to prevent over-identification in special education.		Ongoing In progress	
1.12.7 Provide instructional materials and resources for all special education classes, aligned with individualized educational programs and curriculum standards.		2002-3	\$50,000

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2007 Target 1.12: Ensure that the special education population is equal to or less than the national average and the subgroup percentages reflect the MNPS general education population.

Goal: Compare the number of students in special education and the national average and the demographics in general and special education, then set improvement targets				
1.12.8	Analyze and improve the assessment process for identification and exiting of special education students.	Exec. Dir & Dirs. Of Sp. Ed.	2002-3 Significant progress	
1.12.9	Incorporate robust child find activities as well as streamline processes for families transitioning out of Early Intervention sources.	CTO; Exec. Dir & Dirs of Sp Ed	2002-3 In progress	\$25,000
1.12.10	Select, purchase, and utilize technology to expedite special education forms and reduce paperwork requirements.	Dirs of Sp Ed, CIO, Exec Dir	2002-03 In progress	
1.12.11	Access Medicaid reimbursement for eligible Special Education Services.	CIO, Exec Dir & Dirs of Sp Ed	2002-3 In progress	
1.12.12	Establish collaborative relationships with State Department of Education, Universities, and Local community agencies.	CIO, Exec Dir & Dirs of Sp Ed, HR	Ongoing	
1.12.13	Investigate and develop collaborative instructional models.	CIO, Exec. Dir & Dirs of Sp Ed, Parent Groups	Ongoing	
1.12.14	Design process to attract highly qualified teachers and paraprofessionals to work with children with disabilities.	CIO, Exec Dir & Dires of Sp Ed, Parent Groups	Ongoing	
1.12.15	Develop and implement a plan to enhance parent involvement			
1.12.16	Continue to lead the nation in identifying minority students for IDEA at rates comparable to the IDEA identification rates for non-minority students.	Dirs Sp Ed, Student Assignment		

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Strategic Directive1: Maximize each and every student’s learning and eliminate achievement disparities that exist among different student groups.

2007 Target 1.12: Ensure that the special education population is equal to or less than the national average and the subgroup percentages reflect the MNPA general education population.

Goal: Compare the number of students in special education and the national average and the demographics in regular and special education, then set improvement targets.

Action Steps (cont.):	Person(s) responsible:	Timelines	Budget:
1.12.17 Work with special education to study criteria for special education placement and provide more guidance to school on making referrals.	Drs Sp. Ed Student Assignment		
1.12.18 Establish consistent locations for special education programs to provide students with the same three-tier structure available in each cluster and located as close as possible to student’s residence.	Drs Sp. Ed Student Assignment	Ongoing Significant Progress	
1.12.19 Adopt and purchase textbooks for special education students receiving services	Drs. Sp Ed		
1.12.20 Add an SBI High School Program	Drs. Sp. Ed.	2003-4	
1.12.21 Form a Family Advisory Panel on Education (FAPE) to provide input and feedback on special education services.			

How Goal Will Be Evaluated

The number and demographics of special education as compared to national averages and the regular general education population in Metropolitan Nashville Public Schools

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2007 Target 1.13: Increase the performance of all subgroups to within ten percentile points of each other on all assessments

Goal: Determine the performance of all subgroups on all assessments and set goals.			
Action Steps:	Person(s) responsible:	Timelines	Budget:
1.13.1 Disaggregate and evaluate data for each school and the District by gender, socio-economic status, ethnicity, grade level, Special Education, English Language Learners, and Gifted and Talented, by course and by teacher.	Dir., Coord. Res. & Eval.	2002-3 Ongoing Completed except for ELL & GATE	
1.13.2 Revise curriculum and instruction to correct weak areas.	LSS	Ongoing In progress	
1.13.3 Develop and provide targeted intervention programs/strategies to assist lower achieving students improve performance.	LSS	Ongoing In progress	
1.13.4 Work with community groups to provide District approved intervention programs targeted towards under-performing subgroups.	LSS	Ongoing In progress	
1.13.5 Complete SIP rezoning to reduce number of routine school changes.	Construction; Student Assignment	2002-4 In progress	
1.13.6 Complete implementation of SIP optional programs to meet diverse student needs.	Construction; LSS; Student Assignment	2002-4 In Progress	
1.13.7 Ensure that instruction in all optional programs is aligned with District Academic Standards.	LSS	2002-4 In progress as standards are developed	

How Goal Will Be Evaluated
Performance of all subgroups.

STRATEGIC PLAN

Strategic Directive 1: Maximize each and every student’s learning and eliminate achievement disparities that exist among different student groups.

2007 Target 1.14: Develop standards in all core academic areas and align assessment, curriculum and instruction to the standards.

Goal: Develop standards in reading and writing and begin to align assessment and curriculum & instruction to standards.			
Action Steps:	Person(s) responsible:	Timelines	Budget:
Academic Standards:			
1.14.1 Develop Academic Standards in all Content Areas:	CIO; K-12 Dir.;Coord Lang Arts	2001-2 Completed	\$ 25,000
○ Reading and Writing			
○ Mathematics and Science	LSS	2002-3 In progress	\$ 25,000
○ Social Science and Listening/Speaking	LSS	2003-4	\$ 25,000
○ ELL Standards	K-12 Director Coord. ELL	2003-4	\$ 20,000
○ Visual and Performing Arts Standards	LSS	2004-5	\$ 25,000
Assessments Aligned to Academic Standards:			
1.14.2 Develop, administer and score K-12 standards-referenced assessments and report results:		2001-2 Completed	\$ 15,000
○ Pilot K-4 reading assessments 15		2002-3	\$ 20,000
○ K-4 reading assessments 40 school in progress		2002-3	\$ 30,000
○ K-12 writing assessments Pilot 2 nd semester		2002-3	\$ 20,000
○ 5-12 reading assessments In progress		2003-4	\$ 25,000
○ K-12 mathematics assessments		2003-4	\$ 25,000
○ K-12 science assessments			

STRATEGIC PLAN

Strategic Directive 1: Maximize each and every student’s learning and eliminate achievement disparities that exist among different student groups.

2007 Target 1.14: Develop standards in all core academic areas and align assessment, curriculum and instruction to the standards.

Goal: Develop reading and writing standards and begin to align assessment, curriculum, and instruction to standards.			
Action Steps (cont.):	Person(s) responsible:	Timelines	Budget:
Curriculum Aligned to Standards:			
1.14.3 Align adopted textbooks with Standards and include instructional timelines. <ul style="list-style-type: none"> ○ Language Arts K-12 ○ Mathematics K-12 ○ Social Science K-12 	Coord. LA Coord. Math Coord. S.Sci.	2002-3 2003-4 2004-5	\$ 5,000 \$ 5,000 \$ 5,000
1.14.4 Adopt materials to fill the gaps between Standards and textbooks. <ul style="list-style-type: none"> ○ Language Arts K-12 ○ Mathematics K-12 ○ Social Science K-12 	Coord. LA Coord. Math Coord. S.Sci.	2002-3 2003-4 2004-5	
1.14.5 Adopt new materials aligned with Standards: <ul style="list-style-type: none"> ○ Science K-12 ○ ELD K-12 	Coord. Sci. Coord. ELL	2002-3 2003-4	
1.14.6 Publish alignment documents and pacing guides for all teachers.	LSS	Ongoing	\$10,000
Instruction:			
1.14.7 Align instructional technology and Library Services programs with standards	CTO, CIO Coord.Lib. Serv.	Ongoing	\$170,000
1.14.8 Implement reading staff development for K-4 teachers	CIO; Coord. Staff Dev.	2001-2 Ongoing	\$ 112,000
1.14.9 Implement Language! (Reading intervention) staff development for 5-12 teachers	CIO; Coord. Staff Dev.	2002-4	

STRATEGIC PLAN

Strategic Directive 1: Maximize each and every student’s learning and eliminate achievement disparities that exist among different student groups.

2007 Target 1.14: Develop standards in all core academic areas and align assessment, curriculum and instruction to the standards.

Goal: Develop reading and writing standards and begin to align assessment, curriculum, and instruction to standards.			
Action Steps (cont.):	Person(s) responsible:	Timelines	Budget:
1.14.10 Implement teaching reading in the content areas staff development for 4-12 teachers.	CIO	2002-4	\$50,000
1.14.11 Implement reading and writing Academic Standards.	CIO K-12 Director Coord. LA	2002-3	\$15,000
1.14.12 Implement Mathematics and Science Academic Standards.	CIO K-12 Director	2003-4	\$15,000
1.14.13 Implement Social Science and Listening and Speaking Standards	CIO K-12 Director	2004-5	\$15,000
1.14.14 Provide staff development in English Language Development and Sheltered strategies.	CIO Coord. ELL	2001- Ongoing	\$20,000

<p>How Goal Will Be Evaluated Report of successful completion of the outlined action steps.</p>
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STRATEGIC PLAN

Strategic Directive 1: Maximize each and every student’s learning and eliminate achievement disparities that exist among different student groups.

2007 Target 1.15: Provide Challenging programs/opportunities for high achieving students in all schools.

Goal: Provide challenging programs/opportunities for high achieving students in all schools.			
Action Steps (cont.):	Person(s) responsible:	Timelines	Budget:
1.15.1 Develop a challenging reading list for K-12 students.	Ex. Dir K-12	Summer 2003	
1.15.2 Increase the rigor in all honors classes to better prepare students for the Advanced Placement classes.	LSS	Ongoing	
1.15.3 Encourage and support the International Baccalaureate program in three clusters.	LSS	Ongoing	\$120,000 per year
1.15.4 Encourage and support the addition of advanced classes at the middle school.	LSS	Ongoing	
1.15.5 Identify and provide challenging essential literature with specific requirements for all students.	Ex. Dirs K-12	Summer 2003	1,000,000
1.15.6 Provide training for teachers in working with gifted and talented students in the general education classroom.	Dir Staff Devel, Coord Gifted	Ongoing	
1.15.7 Continue “child-find” efforts to identify more gifted and talented children.	Coord. Gifted	Ongoing	
1.15.8 Provide enrichment programs during summer school and classes that allow students to accelerate learning.	LSS	2003-4	50,000
	LSS	2004-5	
1.15.9 Open a primary years IB elementary school.			

How Goal Will Be Evaluated

Number of programs available and number of students served.

STRATEGIC PLAN

Strategic Directive 2: Provide a Safe, Secure and Nurturing Environment.

2007 Target 2.1: Increase safety in school facilities through risk management oversight so that all schools are safe.

Goal: By August 2002 Spring 2003, define terms, acquire current risk management measurements and recommendations to produce guidelines and checklists for assessing safety in school facilities.			
Action Steps:	Person(s) responsible:	Timelines	Budget:
2.1.1. Define the terms “risk management” and “safety in school facilities.”	Asst. Supt. of Student Services, Director of Safety and Security Ex Dir of Fac/ Oper, Director of Athletics	Winter 2003 Spring	
2.1.2 Determine and evaluate risk management assessments currently being utilized in school system.	Asst. Supt. of Student Services, Director of Safety and Security Ex Dir of Fac & Oper, Director of Athletics	Winter 2003 Fall	
2.1.3 Review and utilize relevant MGT Audit recommendations in the area of safety and security.	Asst. Supt. of Student Services, Director of Safety and Security	Winter 2003 Fall	

STRATEGIC PLAN

Strategic Directive 2: Provide a Safe, Secure and Nurturing Environment.

2007 Target 2.1: Increase safety in school facilities through risk management oversight so that all schools are safe.

Goal: By August 2002, Spring 2003 define terms, acquire current risk management measurements and recommendations to produce guidelines and checklists for assessing safety in school facilities.			
Action Steps (cont.):	Person(s) responsible:	Timelines	Budget:
2.1.4 Develop, write and communicate risk management guidelines and checklists for assessing safety in school facilities.	Asst. Supt. of Student Services, Director of Safety and Security Ex Dir of Oper/Fac, Director of Athletics	Winter 2003 Fall	
2.1.5 Provide staff development and training in risk management oversight.	Asst. Supt. of Student Services, Director of Safety and Security Ex Dir of Oper/Fac , Director of Athletics	Spring 2003 Fall	
2.1.6 Implement the use of the risk-management checklist in all schools.	Asst. Supt. Of Student Services, Director of Safety and Security	Spring 2003 Fall	

STRATEGIC PLAN

Strategic Directive 2: Provide a Safe, Secure and Nurturing Environment.

2007 Target 2.1: Increase safety in school facilities through risk management oversight so that all schools are safe.

Goal: By August 2002, Spring 2003 define terms, acquire current risk management measurements and recommendations to produce guidelines and checklists for assessing safety in school facilities.			
Action Steps:	Person(s) responsible:	Timelines	Budget:
2.1.7 Gather and summarize data from school safety checklists.	Asst. Supt. of Student Services, Director of Safety and Security, Director of Research and Evaluation	Summer, 2003 Winter 2004	\$3,000
2.1.8 Evaluate and determine areas of need by school and system level as identified by data analysis.	Asst. Supt. of Student Services, Director of Safety and Security, Director of Operations, Director of Athletics	Fall, 2003 Winter 2004	
2.1.9 Prioritize system and school level needs and implement improvement.	Asst. Supt. of Student Services, Director of Safety and Security, Ex Director of Oper/Fac Director of Athletics	Summer, 2004	\$100,000

STRATEGIC PLAN

Strategic Directive 2: Provide a Safe, Secure and Nurturing Environment.

2007 Target 2.1: Increase safety in school facilities through risk management oversight so that all schools are safe.

Goal: By August 2002, Spring 2003 define terms, acquire current risk management measurements and recommendations to produce guidelines and checklists for assessing safety in school facilities.			
Action Steps:	Person(s) responsible:	Timelines	Budget:
2.1.10 Provide technical assistance and resources to meet system and school level needs.	Asst. Supt. of Student Services, Director of Safety and Security	Summer, 2006	\$50,000
2.1.11 Ensure continuation of the District Crisis Response Team preparedness.	Asst. Supt. of Student Services, Director of Safety and Security	Annually Complete for 2002-2003	
2.1.12 Ensure compliance with school level Special Situation Response Plans.	Asst. Supt. of Student Services, Director of Safety and Security	Annually Completed for 2002-2003	\$2,500

How Goal Will Be Evaluated

Terms defined, risk management assessments analyzed and guidelines and checklists developed.

STRATEGIC PLAN

Strategic Directive 2: Provide a Safe, Secure and Nurturing Environment.

2007 Target 2.2: Increase school safety so that 100% of parents and students report a positive attitude about school safety.

Goal: By June 2003, conduct MNPS parent survey to establish baseline data and analyze parent and student survey results.			
Action Steps:	Person(s) responsible:	Timelines	Budget:
Parents			
2.2.1 Examine current use of personnel utilized for campus supervision and determine cost effectiveness and needs.	Asst. Supt. of Student Services, Director of Safety and Security, Asst. Supts. K-12	Complete	Match to Budget
2.2.2 Conduct current MNPS Parent School Safety Survey developed through Research and Evaluation to establish baseline data.	Asst. Supt. of Student Services, Director of Research and Evaluation	Spring 2003	\$3,000
2.2.3 Collect and analyze survey data.	Asst. Supt. of Student Services, Director of Research and Evaluation	Spring 2003	

STRATEGIC PLAN

Strategic Directive 2: Provide a Safe, Secure and Nurturing Environment.

2007 Target 2.2: Increase school safety so that 100% of parents and students report a positive attitude about school safety.

Goal: By June 2003, conduct MNPS parent survey to establish baseline data and analyze parent and student survey results.			
Action Steps (cont.):	Person(s) responsible:	Timelines	Budget:
2.2.4 Develop a plan for system wide improvement strategies that includes budget estimates.	Asst. Supt. of Student Services, Director of Safety and Security, Ex Dir of Oper/Fac, Asst. Supts. K-12	Fall 2003	
2.2.5 Conduct follow-up Parent School Safety Survey and compare baseline data with new results to determine next steps.	Asst. Supt. of Student Services, Director of Safety and Security, Director of Research and Evaluation	Spring 2004	\$3,000
2.2.6 Implement system wide improvement strategies.	Asst. Supt. of Student Services, Director of Safety and Security, Ex Dir of Oper/Fac, Principals, Asst. Supts. K-12	Fall 2004	

STRATEGIC PLAN

Strategic Directive 2: Provide a Safe, Secure and Nurturing Environment.

2007 Target 2.2: Increase school safety so that 100% of parents and students report a positive attitude about school safety.

Goal: By June 2003, conduct MNPS parent survey to establish baseline data and analyze parent and student survey results.			
Action Steps (cont.):	Person(s) responsible:	Timelines	Budget:
2.2.7 Assess and evaluate the implementation of improvement strategies.	Asst. Supt. of Student Services, Director of Safety and Security, Asst. Supts. K-12, Principals	Summer, 2005 2004	
<u>Students</u>			
2.2.8 Reexamine and analyze the 2001 2002-2003 School Student Survey data results and determine baseline data.	Asst. Supt. of Student Services, Director of Safety and Security, Director of Research and Evaluation	Summer 2003	
2.2.9 Develop a plan for system wide improvement strategies that includes budget estimates.	Asst. Supt. of Student Services, Director of Safety and Security, Ex Dir of Oper/Fac, Asst. Supts. K-12	Winter, 2003	

STRATEGIC PLAN

Strategic Directive 2: Provide a Safe, Secure and Nurturing Environment.

2007 Target 2.2: Increase school safety so that 100% of parents and students report a positive attitude about school safety.

Goal: : By June 2003, conduct MNPS parent survey to establish baseline data and analyze parent and student survey results.			
Action Steps (cont.):	Person(s) responsible:	Timelines	Budget:
2.2.10 Implement system wide improvement strategies.	Asst. Supt. of Student Services, Director of Safety and Security, Principals, Asst, Supts. K-12	Winter, 2003	
2.2.11 Conduct follow-up School Student Survey, and compare baseline data with new results to determine next steps.	Asst. Supt. of Student Services, Director of Safety and Security, Director of Research and Evaluation	Spring, 2004	\$3,000
2.2.12 Assess and evaluate the implementation of the improvement strategies	Asst. Supt. of Student Services, Director of Safety and Security	Summer, 2004	

How Goal Will Be Evaluated

Survey conducted, baseline data established and results analyzed and communicated.

STRATEGIC PLAN

Strategic Directive 2: Provide a Safe, Secure and Nurturing Environment.

2007 Target 2.3: Reduce the percentage of incidents (infractions) leading to out-of-school suspensions by 10%.

Goal: By August 2002, revise and communicate out-of-school suspension policy and guidelines.			
Action Steps:	Person(s) responsible:	Timelines	Budget:
2.3.1 Revise and communicate the Code of Student Conduct out-of-school suspension policy.	Asst. Supt. of Student Services, Director of Public Information, Suspension Committee	Summer, 2002 Completed	\$10,000
2.3.2 Revise and write updated system-wide guidelines for out-of-school suspension procedures.	Asst. Supt. of Student Services, Suspension Committee	Summer, 2002 Completed	
2.3.3 Analyze incident (infraction) data to identify high needs schools.	Asst. Supt. of Student Services, Director of Research and Evaluation	Spring 2003	
2.3.4 Require each school to develop and submit schoolwide student behavior plan based on district procedures and guidelines.	Asst. Supt. of Student Services, Director of Safety and Security, Principals, Asst. Supts. K-12	Fall, 2002 100% complete	

STRATEGIC PLAN

Strategic Directive 2: Provide a Safe, Secure and Nurturing Environment.

2007 Target 2.3: Reduce the percentage of incidents (infractions) leading to out-of-school suspensions by 10%.

Goal: By August 2002, revise and communicate out-of-school suspension policy and guidelines.			
Action Steps (cont.):	Person(s) responsible:	Timelines	Budget:
2.3.5 Provide technical assistance, research-based intervention and professional development to high need schools.	Asst. Supt. of Student Services, Director of Safety and Security, Coordinator of Staff Development	2003 Fall	\$52,000
2.3.6 Provide school level programs and interventions that assist students in developing positive social skills, knowledge and attitudes and value all forms of diversity. In progress at 24 middle and high schools. "No Bullying & Second Step Violence Prevention" at all K-4 schools	Asst. Supt. of Student Services, Director of Safety and Security	Fall 2003	\$42,000
2.3.7 Review and approve school wide student behavior plans that follow district procedures and guidelines.	Asst. Supt. of Student Services, Director of Safety and Security, Asst. Supts. K-12	Spring 2003 In progress	

How Goal Will Be Evaluated

Out of school suspension policy revised and approved and new out-of-school suspension guidelines developed.

STRATEGIC PLAN

Strategic Directive 2: Provide a Safe, Secure and Nurturing Environment.

2007 Target 2.4: Reduce the percentage of out-of-school suspensions per student by 50%.

Goal: By August 2003, reduce the percentage of OSS per student by 10% or .21 suspensions per student.			
Action Steps:	Person(s) responsible:	Timelines	Budget:
2.4.1 Gather, disaggregate and analyze OSS data to determine causal factors and areas of need	Asst. Supt. of Student Services, Director of Research and Evaluation	Winter 2004	
2.4.2 Examine related achievement, promotion, retention, dropout and attendance data to develop a profile of OSS students.	Asst. Supt. of Student Services, Director of Research and Evaluation, Chief Instructional Officer of Learning Support	Winter 2004	
2.4.3 Design and implement strategies to assist schools in reducing causal factors.	Asst. Supt. of Student Services, Director of Safety and Security, Principals, Asst. Supts. K-12	Winter 2004	

STRATEGIC PLAN

Strategic Directive 2: Provide a Safe, Secure and Nurturing Environment.

2007 Target 2.4: Reduce the percentage of out-of-school suspensions per student by 50%.

Goal: By August 2003, reduce the percentage of OSS per student by 10% or .21 suspensions per student.			
Action Steps (cont.):	Person(s) responsible:	Timelines	Budget:
2.4.4 Involve parents and community agencies in the implementation of proactive and collaborative initiatives.	Asst. Supt. of Student Services, Director of Safety and Security, Asst. Supts. K-12, Director of Communications, Principals	Winter 2004	
2.4.5 Provide research-based interventions, technical assistance and professional development to all schools with additional assistance to high need schools.	Asst. Supt. of Student Services, Director of Safety and Security, Director of Research and Evaluation	Completed	\$100,000
2.4.6 Assess and evaluate implemented strategies and determine next steps.	Asst. Supt. of Student Services, Director of Safety and Security, Asst. Supts. K-12	Winter 2004	

<p>How Goal Will Be Evaluated Out of school suspension data shows reduction by 10%.</p>
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STRATEGIC PLAN

Strategic Directive 2: Provide a Safe, Secure and Nurturing Environment.

2007 Target 2.5: Reduce the percentage of out-of-school suspensions to no more than 10% of the total school system population.

Goal: By June 2003, reduce the percentage of out-of-school suspensions by 2.0%			
Action Steps:	Person(s) responsible:	Timelines	Budget:
2.5.1 Analyze 2000-01 and 2001-02 OSS data from Research and Evaluation and determine strengths and areas of need.	Asst. Supt. of Student Services, Director of Research and Evaluation	Spring 2003	
2.5.2 Organize a systemwide team of administrators and teachers to study the problem and provide solutions and suggest improvements.	Asst. Supt. of Student Services, Director of Safety and Security, Asst. Supts. K-12	Spring 2003 Fall	
2.5.3 Conduct assessment of current programs, practices and interventions.	Asst. Supt. of Student Services, Director of Research and Evaluation	Fall, 2003	

STRATEGIC PLAN

Strategic Directive 2: Provide a Safe, Secure and Nurturing Environment.

2007 Target 2.5: Reduce the percentage of out-of-school suspensions to no more than 10% of the total school system population.

Goal: By June 2003, reduce the percentage of out-of-school suspensions by 2.0%			
Action Steps (cont.):	Person(s) responsible:	Timelines	Budget:
2.5.4 Identify available and effective financial and human resources to support implementation of improvements.	Asst. Supt. of Student Services, Director, Ex Dir of Oper/Fac	Fall, 2003	
2.5.5 Implement effective improvement strategies at the local school level.	Asst. Supt. of Student Services, Chief Instructional Officer of Learning Support, Principals	Fall, 2003	

<p>How Goal Will Be Evaluated Data on out-of-school suspensions reduced by 2.0%.</p>

STRATEGIC PLAN

Strategic Directive 2: Provide a Safe, Secure and Nurturing Environment.

2007 Target 2.6: Increase safety in schools so that 100% of employees report a positive attitude about their safety in the work place.

Goal: By August 2003, conduct MNPS employee surveys and analyze results.			
Action Steps:	Person(s) responsible:	Timelines	Budget:
2.6.1 Conduct current MNPS Staff School Safety Survey developed by Research and Evaluation to establish baseline data.	Asst. Supt. of Student Services, Director of Safety and Security, Director of Research and Evaluation	Spring 2003	\$3,000
2.6.2 Develop and conduct survey for non-school based employees.	Asst. Supt. of Student Services, Director of Safety and Security, Director of Research and Evaluation	Spring, 2003	\$3,000
2.6.3 Collect and analyze survey data	Asst. Supt. of Student Services, Director of Safety and Security, Director of Research and Evaluation	Summer, 2003	

STRATEGIC PLAN

Strategic Directive 2: Provide a Safe, Secure and Nurturing Environment.

2007 Target 2.6: Increase safety in schools so that 100% of employees report a positive attitude about their safety in the work place.

Goal: By August 2003, conduct MNPS employee surveys and analyze results.			
Action Steps (cont.):	Person(s) responsible:	Timelines	Budget:
2.6.4 Develop a plan for improvement of systemwide strategies that includes budget estimates.	Asst. Supt. of Student Services, Director of Safety and Security, Director of Research and Evaluation, Ex Dir of Oper/Fac Principals, Director of Operations	Fall 2004	
2.6.5 Implement system wide improvement strategies.	Asst. Supt. of Student Services, Principals, Ex Dir of Oper/Fac	Winter, 2004	
2.6.6 Assess and evaluate the implementation of improvement strategies.	Asst. Supt. of Student Services, Director of Safety and Security, Director of Operations	Spring, 2005	

STRATEGIC PLAN

Strategic Directive 2: Provide a Safe, Secure and Nurturing Environment.

2007 Target 2.6: Increase safety in schools so that 100% of employees report a positive attitude about their safety in the work place.

Goal: By August 2003, conduct MNPS employee surveys and analyze results.			
Action Steps (cont.):	Person(s) responsible:	Timelines	Budget:
2.6.7 Conduct follow-up employees surveys and compare baseline data with new results to determine next steps.	Asst. Supt. of Student Services, Director of Safety and Security, Director of Research and Evaluation	Spring, 2005	\$6,000

How Goal Will Be Evaluated
 Surveys conducted and results analyzed.

STRATEGIC PLAN

Strategic Directive 2: Provide a Safe, Secure and Nurturing Environment.

2007 Target 2.7: Increase attendance rates in grades K-12 to 98%.

Goal: By August 2002, review and improve existing data accounting and collection processes and by June 2003, increase attendance by 1%.			
Action Steps:	Person(s) responsible:	Timelines	Budget:
2.7.1 Review and improve data accounting and collection processes to ensure consistent, accurate and complete data.	Asst. Supt. of Student Services, IT, Coordinator of Pupil Accounting	Spring 2003	
2.7.2 Gather, disaggregate and analyze current attendance data.	Asst. Supt. of Student Services, Coordinator of Pupil Accounting, IT	Spring 2003	
2.7.3 Examine attendance data to identify students for meeting district requirements for credit and promotion.	Asst. Supt. of Student Services, Coordinator of Pupil Accounting, Chief of Information Technology	Spring 2003	
2.7.4 Develop a systemwide plan for improvement of attendance rates.	Asst. Supt. of Student Services, Coordinator of Pupil Accounting, Principals	Spring 2003	
2.7.4a Conduct truancy sweep in selected cluster		Fall 2002 Sweep completed /Spring 2003	

STRATEGIC PLAN

Strategic Directive 2: Provide a Safe, Secure and Nurturing Environment.

2007 Target 2.7: Increase attendance rates in grades K-12 to 98%.

Goal: By August 2002, review and improve existing data accounting and collection processes and by June 2003, increase attendance by 1%.			
Action Steps (cont.):	Person(s) responsible:	Timelines	Budget:
2.7.5 Involve parents and community agencies in the implementation or proactive and collaborative initiatives.	Asst. Supt. of Student Services, Asst. Supts. K-12, Director of Communications, Principals	Spring 2003	
2.7.6 Implement a systemwide plan for improvement of attendance rates.	Asst. Supt. of Student Services, Coordinator of Pupil Accounting, Asst. Supts. K-12, Principals	Fall 2003	\$100,000
2.7.7 Assess and evaluate implemented plan and determine next step.	Asst. Supt. of Student Services, Coordinator of Attendance and Social Work	Summer 2004	

<p>How Goal Will Be Evaluated Improvements made to accounting and collection processes and attendance rate increased by 1%.</p>
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STRATEGIC PLAN

Strategic Directive 2: Provide a Safe, Secure and Nurturing Environment.

2007 Target 2.8: Reduce the gaps among student groups(ethnic, gender, and socio-economic) on the dropout rate to less than 10%.

Goal: By June 2002, conduct an analysis of student dropout data and by June 2004, reduce the gap by 2.5%.			
Action Steps:	Person(s) responsible:	Timelines	Budget:
2.8.1 Collect, disaggregate and analyze student dropout data by ethnicity, gender, disability, and socio-economic levels.	Asst. Supt. of Student Services, Director of Research and Evaluation	Summer 2003	
2.8.2 Determine at risk populations and delineate by schools and grade level.	Asst. Supt. of Student Services, Director of Research and Evaluation	Summer 2003	
2.8.3 Develop prevention strategies that target at-risk populations.	Asst. Supt. of Student Services, Chief Instructional Officer of Learning Support	Fall, 2003	
2.8.4 Implement prevention strategies.	Asst. Supt. of Student Services, Principals	Fall, 2003	

STRATEGIC PLAN

Strategic Directive 2: Provide a Safe, Secure and Nurturing Environment.

2007 Target 2.8: Reduce the gaps among student groups(ethnic, gender, and socio-economic) on the dropout rate to less than 10%.

Goal: By June 2002, conduct an analysis of student dropout data and by June 2004, reduce the gap by 2.5%.			
Action Steps (cont.):	Person(s) responsible:	Timelines	Budget:
2.8.5 Provide technical assistance, research-based prevention strategies and professional development for schools with at-risk populations.	Asst. Supt. of Student Services, Coordinator of Staff Development	Fall, 2003	\$25,000
2.8.6 Assess and evaluate the implementation of prevention strategies and determine next steps.	Asst. Supt. of Student Services, Principals	Summer, 2004	
2.8.7 Develop a credit recovery program for two groups of students: a) Identify 2 students (age 18+) at each high school who are in need of additional credits and at risk of dropping out and provide a daytime program; b) Identify 2 seniors per high school who need ½ to 1 credit in order to graduate this spring and provide a night program.	Asst Supt of Student Services, Principals	Jan 2003	
How Goal Will Be Evaluated			
Student dropout data analyzed and dropout rate reduced by 2.5%.			

STRATEGIC PLAN

Strategic Directive 2: Provide a safe, secure and nurturing environment.

2007 Target 2.9: Reduce the gap among student groups(ethnic, gender, and socio-economic) on suspension rates to less than 10%.

Goal: By June 2002, conduct an analysis of student suspension data and by June 2004, reduce the gap by 2.5%			
Action Steps:	Person(s) responsible:	Timelines	Budget:
2.9.1 Collect, disaggregate and analyze student suspension data by ethnicity, gender, disability, and socio-economic level.	Asst. Supt. of Student Services, Director of Research and Evaluation	Summer 2003	
2.9.2 Determine at-risk populations and delineate by schools and grade level.	Asst. Supt. of Student Services, Director of Research and Evaluation	Summer 2003	
2.9.3 Develop prevention strategies that target at-risk populations.	Asst. Supt. of Student Services, Director of Research and Evaluation, Ex Dir of Oper/Fac Principals	Winter, 2003	
2.9.4 Implement prevention strategies.	Asst. Supt. of Student Services, Principals, Asst. Supts. K-12	Fall, 2003	

STRATEGIC PLAN

Strategic Directive 2: Provide a safe, secure and nurturing environment.

2007 Target 2.9: Reduce the gap among student groups (ethnic, gender, and socio-economic) on suspension rates to less than 10%.

Goal: By June 2002, conduct an analysis of student suspension data and by June 2004, reduce the gap by 2.5%			
Action Steps (cont.):	Person(s) responsible:	Timelines	Budget:
2.9.5 Provide technical assistance, research-based prevention strategies and professional development for schools with at-risk populations.	Asst. Supt. of Student Services, Director of Safety and Security, Coordinator of Staff Development	Fall, 2003	\$25,000
2.9.6 Assess and evaluate the implementation of prevention strategies and determine next steps.	Asst. Supt. of Student Services, Director of Safety and Security, Asst. Supts. K-12, Principals	Summer, 2004	

<p>How Goal Will Be Evaluated Out-of-school suspension data analyzed and gap reduced by 2.5%</p>

STRATEGIC PLAN

Strategic Directive 2: Provide a safe, secure and nurturing environment.

2007 Target 2.10: Reduce expulsions by 10%.

Goal: By June 2002, analyze student expulsion data and develop a student expulsion profile, and by June 2004, reduce expulsions by 2.5%.			
Action Steps:	Person(s) responsible:	Timelines	Budget:
2.10.1 Disaggregate and analyze student expulsion data for 2000-01.	Asst. Supt. of Student Services, Director of Research and Evaluation		
2.10.2 Analyze related suspension data to determine whether behavior patterns exist, and develop a student expulsion profile.	Asst. Supt. of Student Services, Director of Research and Evaluation	Summer 2003	
2.10.3 Determine at-risk populations as delineated by school, grade level and offense.	Asst. Supt. of Student Services, Director of Research and Evaluation	Fall 2003	
2.10.4 Design prevention strategies that target at-risk populations.	Asst. Supt. of Student Services, Director of Safety and Security, Asst. Supts. K-12, Principals	Winter, 2003	

STRATEGIC PLAN

Strategic Directive 2: Provide a safe, secure and nurturing environment.

2007 Target 2.10: Reduce expulsions by 10%.

Goal: By June 2002, analyze student expulsion data and develop a student expulsion profile, and by June 2004, reduce expulsions by 2.5%.			
Action Steps (cont.):	Person(s) responsible:	Timelines	Budget:
2.10.5 Implement prevention strategies.	Asst. Supt. of Student Services, Chief Instructional Officer of Learning Support, Principals	Fall, 2003	
2.10.6 Provide technical assistance and professional development for local school staffs on identification and intervention strategies.	Asst. Supt. of Student Services, Director of Safety and Security, Coordinator of Staff Development	Fall, 2003	
2.10.7 Assess and evaluate impact of intervention strategies and determine next steps.	Asst. Supt. of Student Services, Director of Safety and Security, Asst. Supts. K-12, Principals	Summer, 2004	

How Goal Will Be Evaluated

An analysis of student expulsion data and profile developed and reduction of expulsion rate by 2.5%.

STRATEGIC PLAN

Strategic Directive 2: Provide a safe, secure and nurturing environment.

2007 Target 2.11: Increase percentage of students and parents who report a positive and welcoming environment in their schools.

Goal: By August 2002, amend the MNPS school survey for parents, conduct survey and analyze results.			
Action Steps:	Person(s) responsible:	Timelines	Budget:
2.11.1 Add items that delineate a positive and welcoming environment on the MNPS survey for parents that include transportation and facilities.	Asst. Supt. of Student Services, Director of Research and Evaluation	Summer 2003	
2.11.2 Conduct MNPS school safety survey for parents.	Asst. Supt. of Student Services, Director of Research and Evaluation	Spring 2003	\$3,000
2.11.3 Extract relevant survey items, analyze results and establish baseline data.	Asst. Supt. of Student Services, Director of Research and Evaluation	Spring 2003	
2.11.4 Establish and implement systemwide strategies for improvement.	Asst. Supt. of Student Services, Director of Safety and Security, Asst. Supt. K-12, Coordinator of Staff Development Principals	2003 Fall	

STRATEGIC PLAN

Strategic Directive 2: Provide a safe, secure and nurturing environment.

2007 Target 2.11: Increase percentage of students and parents who report a positive and welcoming environment in their schools.

Goal: By August 2002, amend the MNPS school survey for parents, conduct survey and analyze results.			
Action Steps (cont.):	Person(s) responsible:	Timelines	Budget:
2.11.5 Assess and evaluate strategies.	Asst. Supt. of Student Services, Principals, Asst. Supts. K-12	Winter, 2004	
2.11.6 Conduct follow-up survey to determine improvement.	Asst. Supt. of Student Services, Director of Safety and Security, Director of Research and Evaluation	Spring, 2004	\$3,000

<p>How Goal Will Be Evaluated MNPS Parent School Safety Survey conducted and results analyzed.</p>

STRATEGIC PLAN

Strategic Directive 3: Manage fiscal and physical resources to get the most effective uses of the dollars available.

2007 Target 3.1: Eliminate 100% of the deficiencies in the facilities Master Plan

Goal: Respond to all the physical plant deficiencies identified by the MGT Long Range Master Plan and the <u>Heery Physical Facilities Survey and Evaluation</u> which has been incorporated into the Master Plan the <u>Benchmark Roof Management Report</u> and the <u>Fire Safety Deficiencies Report</u> .			
Action Steps:	Person(s) responsible:	Timelines	Budget:
3.1.1 Design, bid and start work on 26% of the dollar value of the deficiencies identified in the <u>Heery Physical Facilities Survey and Evaluation</u>	Ass't Supt. Bus & Fac/ Ex. Dir of Operations/ Facilities Dir Pl Plan	Sp 2002 Completed	\$27.125 Million (secured 10/2000)
3.1.2 Design, bid and construct 62% of the dollar value of roof replacement and repair work identified in the <u>Benchmark Roof Management Report</u>	Ass't Supt Bus & Fac Ex Dir of Operations/ Facilities Dir Pl Plan	Sp 2002 Completed	\$8.767 Million (secured 10/ 2000)
3.1.3 Complete design and bid documents to correct the fire safety deficiencies and include appropriate provisions for individuals with disabilities.	Asst Supt Bus & Fac/ Ex Dir of Operations/ Facilities Dir Pl Plan	Sp 2002 Completed	\$1.104 Million (secured 10/ 2000)
3.1.4 Start design on an additional 17% of the dollar value of the deficiencies in the <u>Heery Physical Facilities Survey completed(BNFI)</u>	Asst Supt Bus & Fac/ Ex Dir of Operations/ Facilities Dir Pl Plan	Sp 2003 Completed or under contract	\$23.83 Million (secured 12/2001)
3.1.5 Complete all previously identified needed roof repairs and replacements.	Director Plant Planning	Sp 2003 Completed or under contract	(see above)
3.1.6 Complete construction of all fire safety door replacement, ADA Projects, tuck pointing and deficiency correction work of BNFI	Director Plant Planning	Sp 2004	(see above)

STRATEGIC PLAN

Strategic Directive 3: Manage fiscal and physical resources to get the most effective uses of the dollars available.

2007 Target 3.1: Eliminate 100% of the deficiencies in the facilities Master Plan

Goal: To respond to all the physical plant deficiencies identified by the MGT Long Range Master Plan and the Heery Physical Facilities Survey and Evaluation which has been incorporated into the Master Plan. The Benchmark Roof Management Report and the Fire Safety Deficiencies Report.			
Action Steps (cont.):	Person(s) responsible:	Timelines	Budget:
3.1.7 Design, bid and start work on Priority One Category Projects identified in the MGT Facilities Master Plan as approved by the Board; identifying the schools that are in greatest need of repair; are the most overcrowded, and deficient in educational suitability. Included also are new buildings in high growth areas.	Asst Supt Bus & Fac/ Ex Dir of Operations/ Facilities Dir Pl Plan	Sp 2004	\$48.906 Million Secured 3/2003
3.1.8 Complete identified corrective roof replacement, door replacement, ADA projects and fire safety deficiencies (districtwide projects)	Asst Supt Bus & Fac/ Ex Dir of Operations/ Facilities Dir Pl Plan	Sp 2004	
3.1.9 Design, bid and start work on priority Two Category deficiencies identified in the MGT Facilities Master Plan as approved by the Board	Asst Supt Bus & Fac/ Ex Dir Oper/ Fac Dir Pl Plan	2006	\$3.75 Million 49.0 million
3.1.10 Start design on annual roof replacement program for roofs 20+ years old as identified in the benchmark roof survey	Ass't Supt Bus/Fac, Ex Dir of Op/Fac Dir of Plant Planning	Sp 2005	2.5 million
3.1.11 Design, bid and start work on priority three category projects identified in the MGT-Master Plan as approved by the Board.	Ass't Supt Bus/ Fac, Ex Dir of Operations/ Fac Dir of Plt Plan		45.6 mil-funding will need to be secured
3.1.12 Design & Bid annual roof replacement as identified in the Benchmark roof survey	Dir of Plant Planning		2.5 million funding will need to be secured
How Goal Will Be Evaluated			
Through a written Progress Report prepared for the Director of Schools and the Board of Education annually.			

STRATEGIC PLAN

Strategic Directive 3: Manage fiscal and physical resources to get the most effective uses of the dollars available.

2007 Target 3.2: Achieve 100% rate of completion for new/replacement and modernization projects in the School Improvement Plan.

Goal: Complete all work associated with the \$206.8 Million SIP Bond Issue			
Action Steps:	Person(s) responsible:	Timelines	Budget:
3.2.1 Complete construction of six projects Completed	Ex Dir Op/Fac Dir Pl Plan	Sp 2002	Funding secured in 1998
3.2.2 Complete design of 10 projects and begin construction Completed	Ex Dir Op/Fac Dir Pl Plan	Sp 2002	Funding secured in 1998
3.2.3 Begin design of 7 projects Completed	Ex Dir Op/Fac Dir Pl Plan	Sp 2002	Funding secured in 1998
3.2.4 Complete construction on 9 projects	Ex Dir of Op/fac Dir Pl Plan	Sp 2003	Funding secured in 1998
3.2.5 Complete Construction on 9 projects	Ex Dir of Op/Fac Dir Pl Plan	2004	Funding secured in 1998
3.2.7 Complete design and construction of 4 projects	Asst Supt Bus & Fac/	Sp —2005	Funding from Metro Council
3.2.8 Complete construction of all remaining SIP projects NOT eliminated from the plan	Ex Dir of Op/Fac Dir Pl Plan	Sp 2005	Funding secured in 1998

STRATEGIC PLAN

Strategic Directive 3: Manage fiscal and physical resources to get the most effective uses of the dollars available.

2007 Target 3.3: Maintain a rolling three-year Technology Master Plan

Goal: Complete all work identified in the Technology Master Plan for 2002-2003			
Action Steps:	Person(s) responsible:	Timelines	Budget:
3.3.1 Complete a three year Technology Plan	CTO	Sp 2002	TBD
3.3.2 Have the projects listed on the Master Plan prioritized and included in the 2003-2009 Capital Budget	CTO	Sp 2003	TBD
3.3.3 Procure the new Student Information Management software to replace AIMS	CTO	Sp 2002 Winter 2003	Funding secured
3.3.4 Pilot the new SIMs in a selected number of Metro Schools during the second semester of the 2002-2003 school year	CTO	Spring 2003	Funding secured
3.3.5 Begin full implementation of the new SIMs in Metro Schools.	CTO	Fall 2003	Funding secured
3.3.6 Develop a transitional plan to move administrative applications to Metro Government's J. D. Edwards FASTnet software	Asst Supt/Bus & Fac /CTO	Sp 2002	Funding secured
3.3.7 Complete conversion of administrative applications to J. D. Edwards FASTnet	Asst Supt/Bus & Fac/CTO	Sp 2005	Funding secured
3.3.8 Select and pilot new Library Information System		Spring 2003	
3.3.9 Complete school-based baseline three-year I/T plans		Winter 2002-2003	
3.3.10 Develop and publish technology standards for district		Fall 2002	
3.3.11 Complete Telecommunications Master Plan and Implement 2002-2003 portion of the plan		Spring 2003	
3.3.12 Develop and implement specific strategies to improve communications between schools and district office		Spring 2003	
How Goal Will Be Evaluated			
Through a written Progress Report prepared for the Director of Schools and the Board of Education annually.			

STRATEGIC PLAN

Strategic Directive 3: Manage fiscal and physical resources to get the most effective uses of the dollars available.

2007 Target 3.4: Develop a Facilities Master Plan and implement all projects stipulated for the period 2002-2006.

Goal: Develop a Facilities Master Plan and implement all projects stipulated for the period 2002-2003.			
Action Steps:	Person(s) responsible:	Timelines	Budget:
3.4.1 Complete a Facilities master plan that identifies and prioritizes projects to provide quality space for all public school students within Metro Nashville Public Schools Completed	Asst.Supt. of Business, Ex Dir of Op/ Fac Dir Pl Plan	Winter 2003	Funding secured in 2001

How Goal Will Be Evaluated
Through a written Progress Report prepared for the Director of Schools and the Board of Education annually.

STRATEGIC PLAN

Strategic Directive 3: Manage fiscal and physical resources to get the most effective uses of the dollars available.

2007 Target 3.5: Decrease emergency response time per incident to $\frac{3}{4}$ of an hour at a 100% completion rate.

Goal: Respond to all maintenance emergencies within 45 minutes from notification of the emergency			
Action Steps:	Person(s) responsible:	Timelines	Budget:
3.5.1 Assess the current emergency response time for the Maintenance Department	Supervisor of Maintenance	Win 2003	No cost
3.5.2 Develop and use strategies to reduce the response time to 1 $\frac{1}{4}$ hours at 100% completion rate	Supervisor of Maintenance	Sp 2003	No cost
3.5.3 Develop and use strategies to reduce the response time to 1 hour at 100% completion rate	Supervisor of Maintenance	2004 Winter	No cost
3.5.4 Develop and use strategies to reduce the response time to $\frac{3}{4}$ hour at 100% completion rate	Supervisor of Maintenance	Winter 2005	No cost

How Goal Will Be Evaluated

Through a written Progress Report prepared for the Director of Schools and the Board of Education annually

STRATEGIC PLAN

Strategic Directive 3: Manage fiscal and physical resources to get the most effective uses of the dollars available.

2007 Target 3.6: Increase the completion rate of valid maintenance work orders to 100%.

Goal: Respond efficiently and effectively to all valid maintenance work orders submitted by principals and department heads.			
Action Steps:	Person(s) responsible:	Timelines	Budget:
3.6.1 Assess the current completion ratio of maintenance work orders-Completed	Supervisor of Maintenance	Win 2002	No cost
3.6.2 Develop and use strategies to increase the completion ratio of maintenance work orders to 80% -Completed	Supervisor of Maintenance	Sp 2002	No cost
3.6.3 Develop and use strategies to increase the completion ratio of maintenance work orders to 85% - Completed	Supervisor of Maintenance	Sp 2003	TBD
3.6.4 Develop and use strategies to increase the completion ratio of maintenance work orders to 90%	Supervisor of Maintenance	Sp 2004	TBD
3.6.5 Develop and use strategies to increase the completion ratio of maintenance work orders to 95%	Supervisor of Maintenance	Sp 2005	TBD
3.6.6 Develop and use strategies to increase the completion ratio of maintenance work orders to 100%	Supervisor of Maintenance	Sp 2006	TBD

How Goal Will Be Evaluated

Through a written Progress Report prepared for the Director of Schools and the Board of Education annually

STRATEGIC PLAN

Strategic Directive 3: Manage fiscal and physical resources to get the most effective uses of the dollars available.

2007 Target 3.7: Allocate sufficient dollars to implement approved programs to achieve performance targets.

Goal: Allocate adequate financial resources to successfully implement educational programs which will achieve the student performance targets.			
Action Steps:	Person(s) responsible:	Timelines	Budget:
3.7.1 Review and assess the current 2001-02 budget as to its adequacy and efficiency for meeting the performance targets outlined in the Strategic Plan	Director/ Cabinet and Asst Supt Bus/Fac	Sp 2002	No cost
3.7.2 Identify and prioritize the necessary components and programs that need to be in place to achieve the performance targets outlined in the Strategic Plan	Director/ Cabinet and Asst Supt Bus/Fac	Sp 2002	No cost
3.7.3 Establish baseline levels of educational services for each tier of local schools and insure these levels are contained in the proposed 2002-03 budget	Director/ Cabinet and Asst Supt Bus/Fac	Sp 2002	No cost
3.7.4 Establish K-12 Master Schedules to determine if they meet the educational priorities and the staffing allocations are appropriate	CIO/ K-12 Directors	Sp 2002	No cost
3.7.5 Identify and recommend termination of those instructional administrative programs that are not achieving the performance targets outlined in the Strategic Plan	Director/ Cabinet and Asst Supt Bus/Fac	Sp 2002	No cost
3.7.6 Develop a written recommendation for a proposed 2002-2003 operational budget, including a prioritized itemization of those necessary components and programs that will achieve the performance targets outlined in the Strategic Plan	Director/ Cabinet and Asst Supt Bus/Fac	Sp 2002	No cost

STRATEGIC PLAN

Strategic Directive 3: Manage fiscal and physical resources to get the most effective uses of the dollars available.

2007 Target 3.7: Allocate sufficient dollars to implement approved programs to achieve performance targets.

Goal: Allocate adequate financial resources to successfully implement educational programs which will achieve the student performance targets			
Action Steps (cont.):	Person(s) responsible:	Timelines	Budget:
3.7.7 Work with the Board, the Mayor and the Metro Council to achieve funding of the necessary operational budget and the required components that will achieve the performance targets	Director/ Asst Supt Bus/Fac	Sp 2002	No cost
3.7.8 Repeat the afore-mentioned process in subsequent years to insure the allocation of sufficient dollars to implement approved p programs to achieve the performance targets	Director/ Asst Supt Bus/Fac	2003-04 and beyond	No cost

How Goal Will Be Evaluated

Through an approved 2002-2003 General Operational Budget that meets with the approval of the Board of Public Education, the Mayor and the Metropolitan Council.

STRATEGIC PLAN

Strategic Directive 3: Manage fiscal and physical resources to get the most effective uses of the dollars available.

2007 Target 3.8: Use cost/achievement ratios in allocating resources for new and existing schools and programs.

Goal: Decide upon and use a student resource allocation model, that analyzes resources for individual students, groups or categories of students and allows for the integration of cost analysis into the school district and building level planning and evaluation.			
Action Steps:	Person(s) responsible:	Timelines	Budget:
3.8.1 Establish a committee will be established to research and investigate models and methodology that other school districts and states are using to determine a cost benefit/achievement ratio	Asst Supt Bus/Fac	Sp 2002	\$5,500
3.8.2 Prepare and present committee findings and recommendations to the Director and subsequently to the Board of Public Education	Asst Supt Bus/Fac	Su 2002	No Cost
3.8.3 Ask the Board to approve a research methodology and model which the district will utilize in determining cost/achievement ratios	Director/ Asst Supt Bus/Fac CIO and CTO	Su 2002	No Cost
3.8.4 Ensure that the staff and Board utilize this methodology and model in reviewing and assessing the proposed 2003-04 and subsequent operational budgets	Director/ Asst Supt Bus/Fac CIO and CTO	Win 2003	No Cost
3.8.5 Reconvene the committee to review the applicability of the model based on the actual experience of use and to make recommendations and adjustments in the model for future budget years.	Asst Supt Bus/Fac	Fall 2003 and beyond	No Cost

How Goal Will Be Evaluated

Through a written Progress Report prepared for the Director of Schools and the Board of Public Education annually.

STRATEGIC PLAN

Strategic Directive 3: Manage fiscal and physical resources to get the most effective uses of the dollars available.

2007 Target 3.9: Double the amount of alternate funding (non-entitlement funds) to \$20,000,000 to support the strategic plan.

Goal: Increase the efforts of the Grant Office in applying for and being awarded discretionary state and federal project funds that support the objectives of the strategic plan and institute a Foundation (The Alliance) and Endowment that will provide alternate funding to the School District			
Action Steps:	Person(s) responsible:	Timelines	Budget:
3.9.1 Establish a committee to jointly develop, prepare, and distribute written guidelines for seeking and obtaining alternative funding and grant seeking opportunities that support the Strategic Plan.	Asst Supt Bus/Fac;CIO and Dir St/Fed Pro	Sp 2002	No cost
3.9.2 Institute a 501-3C Foundation and Endowment funding outside of the school district, that will award funding for strategic initiatives	Director/ Asst Supt Bus/Fac and Others	Fall 2002	TBD
3.9.3 Permit the State-Federal Projects Office to utilize the services of various contracted vendors to increase the number of state and federal applications submitted and awarded	Director State-Federal Programs	Sp 2002	TBD
3.9.4 Using the afore-mentioned means, the School District will increase its discretionary funding by 2.5 million dollars over the amount awarded in 2001-2002	Director of Schools and Others	Sp 2003	No cost
3.9.5 Use the afore-mentioned means to increase discretionary funding by 2.5 million dollars over the amount awarded in 2002-2003.	Director of Schools and Others	Sp 2004	No cost
3.9.6 Use the afore-mentioned means to increase discretionary funding by 2.5 million dollars over the amount awarded in 2003-2004.	Director of Schools Others	June 2005	No cost

STRATEGIC PLAN

Strategic Directive 3: Manage fiscal and physical resources to get the most effective uses of the dollars available.

2007 Target 3.9: Double the amount of alternate funding (non-entitlement funds) to \$20,000,000 to support the strategic plan.

Goal: Increase the efforts of the State-Federal Projects Office in applying for and being awarded discretionary state and federal project funds that support the objectives of the strategic plan and to institute a Foundation and Endowment that will provide alternate funding to the School District			
Action Steps (cont.):	Person(s) responsible:	Timelines	Budget:
3.9.7 Use the afore-mentioned means to increase discretionary funding by 2.5 million dollars over the amount awarded in 2004-2005.	Director of Schools Others	June 2006	No cost

How Goal Will Be Evaluated
Through a written Progress Report prepared for the Director of Schools and the Board of Public Education annually.

STRATEGIC PLAN

Strategic Directive 3: Manage Fiscal and Physical Resources to get the most effective uses of the dollars available.

2007 Target 3.10: Expand Level of Service to Local Schools

Goal: Initiate transportation, Grounds, and Maintenance programs to expand services and respond to changing needs at schools			
Action Steps (cont.):	Person(s) responsible:	Timelines	Budget:
3.10.1 Complete a study on most effective means and cost of providing transportation to magnet school students.	Director of Trans.	Winter 2003	No cost
3.10.2 Reduce time between regularly scheduled grass cutting at school properties.	Supervisor of Operations	Spring/ Summer 2003	Included in 2003-03 Operating Budget
3.10.3 Develop a plan for building maintenance and cleaning which accommodates summer school and longer year school usage.	Ex Director Oper/Fac, Supervisor Maintenance, Supervisor Operations	Spring 2003	

STRATEGIC PLAN

Strategic Directive 4: Strengthen parental/community ownership of the school system and their commitment to its success.

2007 Target 4.1: Achieve membership in parent groups equal to at least 90% of the student population.

Goal: Expand total parent/family membership in groups by at least 10% by June 30, 2003.			
Action Steps:	Unit(s) responsible:	Timelines	Budget:
4.1.1 Raise awareness of MNPS' commitment to increasing membership in parent groups, among families, MNPS supporters and the general public.	Comms, LSS, Principals	Fall 2003	\$3,500
4.1.2 Inventory, analyze and report existing and potential membership opportunities and assess current and potential family/parent interest in those opportunities.	Comms, LSS	Winter 2003	--
4.1.3 Assess district and schools capacities for family involvement and design programs that will strengthen capacities.	LSS, Comms	Winter 2003	--
4.1.4 Design, test and begin implementing programs to inform all students' families of membership, volunteer, donor and other involvement opportunities; and, to ensure effective engagement of families that are recruited.	Comms, LSS	Winter 2003	\$3,500
4.1.5 Measure progress, evaluate results, and adjust plans and programs, accordingly.	LSS, Comms	Winter 2003	--

<p>How Goal Will Be Evaluated Twice-yearly reports from Principals, Central Office units.</p>
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STRATEGIC PLAN

Strategic Directive 4: Strengthen parental/community ownership of the school system and their commitment to its success.

2007 Target 4.2: Increase the number of volunteer hours by 50%.

Goal: Increase by at least 10 % the number of volunteer hours contributed for approved assignments by June 30, 2003.			
Action Steps:	Unit(s) responsible:	Timelines	Budget:
4.2.1 Work with the Director’s “Principals Advisory Group” to assess current volunteer hours and develop a strategy and action plan for increasing volunteer hours.	CIO, Comms Principals Asst Supts	Sp 2002	--
4.2.2 Design, test and begin implementing a district-wide volunteer recruitment and retention campaign that is adaptable by individual schools and clusters of schools.	Comms, CIO Asst Supts	Fall 2002	--
4.2.3 Monitor and assess the effectiveness of these efforts, and use this information continually to improve the campaign effectiveness.	Comms	Win 2003	--
4.2.4 Establish a district-level bank of volunteers and talent	Comms	Sp 2003	--

How Goal Will Be Evaluated

Twice-yearly reports of hours from Principals, Central Office units.

STRATEGIC PLAN

Strategic Directive 4: Strengthen parental/community ownership of the school system and their commitment to its success.

2007 Target 4.3: Attract a net increase of 1,800 students from private and home schools.

Goal: Design, test and begin implementing a campaign to attract or retain within MNPS parents/students who might otherwise choose private schools or home schooling.			
Action Steps:	Unit(s) responsible:	Timelines	Budget:
4.3.1 Raise awareness of MNPS' intent to attract or retain in public schools parents/students among Davidson County residents.	Director of Schools, Comms	Winter 2003	--
4.3.2 Convene a working group to assess the Davidson County market for public, private and home schooling.	Comms, St. Assign.	Spring 2003	--
4.3.3 Identify MNPS policies, programs or services needed to ensure the success of this effort.	Cabinet, Comms	Spring 2003	--
4.3.4 Devise research, marketing and communications strategies and tactics for achieving annual goals and 5-year target; secure continued funding; begin implementation.	CIO, Stud. Assign., Comms	Spring 2003	--
4.3.5 Monitor plan implementation, marketing conditions and other factors and adjust the program, accordingly.	Comms	Win 2003	--

How Goal Will Be Evaluated
Tracking and annual reporting by Student Assignment Services.

STRATEGIC PLAN

Strategic Directive 4: Strengthen parental/community ownership of the school system and their commitment to its success.

2007 Target 4.4: Increase adult, parent, and community education enrollment by 100%.

Goal: Increase all adult enrollments at least 15 % by June 30, 2003 by creating and beginning to implement strategies and action plans for achieving long-term increases in adult, parent and community education enrollment.			
Action Steps:	Unit(s) responsible:	Timelines	Budget:
4.4.1 Raise awareness of MNPS' adult-education role and its commitment to being a long-term provider of services for lifelong learners.	Director, CIO, LSS, Comms	Spring 2003	--
4.4.2 Establish an Adult Education Advancement Committee to assess the role, progress and potential of MNPS' current and prospective adult-education offerings.	CIO, LSS, Comms	Fall 2003	--
4.4.3 Assess Adult Education programs and services, trends in adult education, capacity constraints, market conditions, and other determinants of success and customer satisfaction.	LSS, Comms	Winter 2003	--
4.4.4 Devise and begin implementing an Adult Education Advancement Campaign that encompasses recruitment, alumni follow-up, employer relations and other functions.	Comms, Cabinet	Spring 2003	--
4.4.5 Continually monitor the progress of this and related efforts and adjust, accordingly.	Comms,LSS	Fall 2004	--

<p>How Goal Will Be Evaluated Annual reporting by Adult & Community Education.</p>

STRATEGIC PLAN

Strategic Directive 4: Strengthen parental/community ownership of the school system and their commitment to its success.

2007 Target 4.5: Attain 100% participation of parents in teacher/parent conferences.

Goal: Increase at least 25% the participation of parents/guardians in beneficial teacher/parent conferences.			
Action Steps:	Unit(s) responsible:	Timelines	Budget:
4.5.1 Raise public awareness of MNPS' intent to produce 100% participation in teacher/parent conferences.	Director, CIO Asst Supts, Comms	Winter 2003	--
4.5.2 Create a working group to review parent/teacher conference participation, types of conferences, and benefits to the respective participants.	CIO, LSS, Comms	Winter 2003	--
4.5.3 Establish partnerships to advance and promote Oct. 7th unified parent-conference day.	CIO, A/S's, Comms	Winter 2003	--
4.5.4 Identify policy or professional-development factors contributing to success or failure of such initiatives.	CIO, A/S's, Comms	Winter 2002	--
4.5.5 Design and test throughout at least one cluster a campaign for improving parent/teacher conference participation.	CIO, A/S's, Comms	Fall 2003	--
4.5.6 Based on lessons learned through such testing, devise a district-wide parent/teacher conference program for subsequent implementation.	CIO, LSS, Comms	Spring 2003	--
4.5.7 Increase family participation in IEP meeting			

How Goal Will Be Evaluated

Annual reporting by Principals.

STRATEGIC PLAN

Strategic Directive 4: Strengthen parental/community ownership of the school system and their commitment to its success.

2007 Target 4.6: Develop contractual academic agreements with 100% of student families.

Goal: Establish contractual academic agreements with at least 1.5 % of student families.			
Action Steps:	Person(s) responsible:	Timelines	Budget:
4.6.1 Designate and convene a working group to assess contract varieties, benefits, contracting strategies, costs, and other factors.	Comms, A/Ss, Stu. Svcs.	Winter 2003	--
4.6.2 Determine the opinions of parents, teachers, principals and others regarding various contract options.	CIO, Res/Evl Principals Comms	Winter 2003	--
4.6.3 Model contractual agreements in at least three volunteer schools.	LSS, A/S's	Winter 2003	--
4.6.4 Design K-2 contracts program for implementation in 2003-04.	A/S's, Stu. Svcs., Comm	Win 2003	--
4.6.5 Begin development of K-6 contracts program. Continually monitor and assess all efforts.	A/S's, Stu. Svcs., Comm	Win 2003 Su 2002	--

How Goal Will Be Evaluated

Annual reporting by Principals.

STRATEGIC PLAN

Strategic Directive 4: Strengthen parental/community ownership of the school system and their commitment to its success.

2007 Target 4.7: Eliminate disruptive student transfer practices

Goal:			
Action Steps (cont.):	Person(s) responsible:	Timelines	Budget:
4.7.1 Designate a working group to identify issues and recommend changes in transfer procedures	Student Assignment, LSS	Fall 2003	
4.7.2 Communicate transfer procedure changes to district, parents, and the public	Comm., Student Assignment, LSS	Begin Late Fall 2002	
4.7.3 Implement transfer plan	Student Assignment, LSS	Spring 2003	

STRATEGIC PLAN

Strategic Directive 5: Value and respect the diversity in our schools and community.

2007 Target 5.1: Increase student and staff levels of appreciation for diversity and respect for others by 50% as demonstrated by annual survey results.

Goal: Develop and administer survey. Use results to develop plan for improvement and implement.			
Action Steps:	Person(s) responsible:	Timelines	Budget:
5.1.1 Review existing surveys from other school systems and sources relative to attitudes about respect and appreciation of diversity in the workplace.	R&E/Others	Sp 2002	
5.1.2 Develop local survey instrument.	R&E/Others	Sp 2002	\$500
5.1.3 Field test local survey instrument.	R&E/Others	Sp 2002	\$500
5.1.4 Print survey and distribute for data gathering.	R&E/Others	Sp 2002	\$1,000
5.1.5 Score surveys and distribute results.	R&E/Others	Sp 2002	
5.1.6 Develop local plans to improve attitudes about respect and appreciation of diversity in the workplace.	Local Schools	Fall 02	
5.1.7 Reassess annually to determine the continuation and improvements in positive attitudes and respect toward diversity.	R&E/Others	Sp 2003	
5.1.8 Explore incentives for schools and workplaces that have a high positive attitude and respect toward diversity in the workplace.	Business Services	Sp 2003	

<p>How Goal Will Be Evaluated Survey is developed and administered and plan is completed.</p>
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STRATEGIC PLAN

Strategic Directive 5: Value and respect the diversity in our schools and community.

2007 Target 5.2: Promote equal access to and provide every student with the opportunity to participate in any educational program and service offered by the system.

Goal: Determine degree of equal access in all educational programs			
Action Steps:	Person(s) responsible:	Timelines	Budget:
5.2.1 Evaluate equal access of the educational programs in each school.	LSS	2003-4	
5.2.4 Provide intervention programs after school, Saturdays and summer programs.	LSS	2002-03	\$10,000

How Goal Will Be Evaluated

Review educational programs in every school to determine inclusion of minority students; completion of training for teachers, administrators and students; conference completed.

STRATEGIC PLAN

Strategic Directive 5: Value and respect the diversity in our schools and community.

2007 Target 5.3: Hire and retain administrative and teaching staffs that resemble the diversity in the community.

Goal: Determine diversity in each workplace and develop a plan for improvement.			
Action Steps:	Person(s) responsible:	Timelines	Budget:
5.3.1 Assess current status of the diversity in each school location and workplace.	IT and HR	Sum 02	
5.3.2 Develop recruiting strategies to improve the identification of minority applicants.	HR	Fall 02	\$10,000
5.3.2.1 Colleges and universities with high numbers of minority graduates			
5.3.2.2 Recruitment fair to interview and employ minority applicants			
5.3.3 Provide minority educator partnerships – support and assistance to new minority teachers/administrators.	CR and HR	2002-3	
5.3.4 Explore incentives to schools/workplaces that meet the established diversity goals.	Business Services	Spring 03	
5.3.5 Initiate programs that encourages students (particularly minority students)to consider teaching as a career.	LSS	2003-4	
5.5.4 Continue to increase the number of minority students identified for gifted programs			

How Goal Will Be Evaluated

Data gathered and analyzed, plan developed and programs in place including the partnerships, and student pre-college program for grades 5-12.

STRATEGIC PLAN

Strategic Directive 5: Value and respect the diversity in our schools and community.

2007 Target 5.4: Achieve equitable enrollment in educational programs so that they resemble the diversity in the community.

Goal: Determine baseline data and develop a plan for attaining equitable enrollment in educational programs.			
Action Steps:	Person(s) responsible:	Timelines	Budget:
5.4.1 Assess current enrollments in the various educational programs to determine diversity.	R & E and LSS	Fall 02	
5.4.2 Develop a local school plan to increase participation in programs where diversity does not resemble the school.	Local Schools	Spring 02	
5.4.3 Assist ELL parents with student course selection	SS	Spring 02	
5.4.4 Explore transportation to magnet schools, Encore programs, and optional schools	Business Services	2002-03	
5.4.5 Explore distance learning opportunities to increase access to course offerings	LSS, IT	2002-03	
5.4.6 Review financial requirements for extra-curricular activities	SS	2002-03	

How Goal Will Be Evaluated

Gather baseline data and complete plans for each school to achieve equity in educational programs.

STRATEGIC PLAN

Strategic Directive 5: Value and respect the diversity in our schools and community.

2007 Target 5.5: Increase the number of lower socio-economic students in high achievement programs.

Goal: Gather baseline data and implement programs to improve number of lower socio-economic students in high achievement programs.			
Action Steps:	Person(s) responsible:	Timelines	Budget:
5.5.1 Gather data on the number of lower socio-economic students enrolled in high achievement programs.	R & E	2002-03	
5.5.2 Improve the access to gifted and talented programs for minority students – (transportation, costs, availability at all locations, etc)	LSS	2003-4	TBD
5.5.3 Implement AVID in all 5-12 schools	LSS	2003-4	

How Goal Will Be Evaluated
Baseline data; implementation of programs

STRATEGIC PLAN

Strategic Directive 6: Earn the trust and confidence of stakeholders through timely two-way channels of communication.

2007 Target 6.1: Achieve a majority of Davidson County Survey respondents awarding the Metro schools an overall grade of “A” or better.

Goal: Achieve at least 70 % of “total responders” rating Metro schools a “C” “B” or higher, while retaining 82 % or better rating among parents.			
Action Steps:	Unit(s) responsible:	Timelines	Budget:
6.1.1 Organize, staff, and adequately fund public affairs, communications, community relations, and related functions.	Director of Schools, Comms	Sp 2002 Complete	--
6.1.2 Provide professional and timely counsel, training and related services to Board, Cabinet, Principals, others.	Comms	Fall 2003	--
6.1.3 Establish protocols and standards for the release of accurate, appropriate and timely information.	Comms	Sp 2003	--
6.1.4 Establish Brand/Logo/Identity controls and standards for design and production of communications products.	Comms	Spring 2003	--
6.1.5 Review available public opinion data pertaining to MNPS and brief the Board, Cabinet, and other groups on findings.	Comms	Summer 2003	--
6.1.6 Develop an Annual District Communications and Community Relations Plan for 2002-03 addressing key internal/external audiences, including local, regional and national communications, and contingency/project plans.	Comms	Spring 2003	--
6.1.7 Create group to assess home-school communications and devise one or more plans.	Comms, LSS, A/Ss	Su 2003	--
6.1.8 Launch e-services via new Web site	IT/Comms	Win 2003	--
6.1.9 Identify persons internally and externally who seek to improve perceptions of teenagers; identify synergies.	Comms, A/Ss	Fall 2003	--

STRATEGIC PLAN

Strategic Directive 6: Earn the trust and confidence of stakeholders through timely two-way channels of communication.

2007 Target 6.1: Achieve a majority of Davison County Survey respondents awarding the Metro schools an overall grade of “B” or better.

Goal: Achieve at least 70 % of “total responders” rating Metro schools a “B” or higher, while retaining 82 % or better rating among parents			
Action Steps (cont.):	Person(s) responsible:	Timelines	Budget:
6.1.10 Recognize, communicate the achievements and reforms of MNPS Staff, Support Personnel, Board and others.	Director, Comms	Winter 2002	--
6.1.11 Demonstrate Accountability by reporting on audits, ratings, scores, quality indicators	Dir., Asst Supt Bus/Fac., Comms	Winter 2002	-- --
6.1.12 Modify Board Room design, technology to ensure effective Board meetings and communications.	Operations, CTO, Comms	Winter 2002	
How Goal Will Be Evaluated			
Annual Citizens Panel customer survey or similar survey.			

STRATEGIC PLAN

Strategic Directive 6: Earn the trust and confidence of stakeholders through timely two-way channels of communication.

2007 Target 6.2: Enhance access to Metro Schools' information so that a majority of survey respondents among Metro School families rate access to Metro Schools' information as “B” or better.

Goal: Simplify access to the Central Administration and sample the opinions of families and other customers in the course of transactions.			
Action Steps:	Unit(s) responsible:	Timelines	Budget:
6.2.1 Raise public awareness of Metro Schools’ intent to improve public access.	Director, Comms	Sp 2003	--
6.2.2 Devise communications plans to support Student Assignment Services, Zone information services, Transportation information and related functions.	Comms, Dir. Stu. Assgn.; Dir. Trans.	Sum 2002 Complete	--
6.2.3 Establish and keep current a series of publications addressing key topics for specified audiences.	Comms, Cabinet	Fall 2003	\$35,000
6.2.4 Establish and continually enhance points-of-access for public, using Web, ZoneFinder, other agencies’ websites and other assets	Comms, Dir. Student Assignment	Summer 2003	--
6.2.5 Convene a working group to assess real and perceived barriers to access, generally; devise remedial and proactive plans and begin testing scalable solutions.	Comms	Fall 2003	--

<p>How Goal Will Be Evaluated By additional questions in Citizens Panel customer survey or similar survey.</p>

STRATEGIC PLAN

Strategic Directive 6: Earn the trust and confidence of stakeholders through timely two-way channels of communication.

2007 Target 6.3: Improve communications so that 85% of Davidson County survey respondents describe their experience in seeking responses as satisfactory or better.

Goal: Benchmark respondents' satisfaction in seeking responses from Metro Schools.			
Action Steps:	Unit(s) responsible:	Timelines	Budget:
6.3.1 Raise public awareness of Metro Schools' commitment to improving customer satisfaction.	Director, Comms, LSS Principals	Sp 2003	--
6.3.2 Assess Customer Relations practices in Central Offices; design/execute plan for managing relationships. Identify existing customer satisfaction data and gaps.	Comms	Fall	\$3,500
6.3.3 Study switchboard referrals and determine need for training of administrative staff to improve direction of public inquiries to proper destinations.	Comms, Cabinet	Su 2003	\$3,500
6.3.4 Study and update all voicemail messages on central switchboard and review/establish protocols for office coverage and voicemail messaging in Central Offices.	Comms, Operations	Su 2002	--
6.3.5 Design; begin offering training for all key staff that deals with public via telephone in Central Office or campuses.	HR, Comms	Su 2003	\$3,500
6.3.6 As an interim measure, establish a Customer Relations Network within the Administration, coordinated by an individual networked with designated personnel in each department. Support network via listserve or folder.	Comms	Fall 2003	--
6.3.7 Activate and publicize the Public@mnps.org mailbox for general public use; comments or queries would be fed into the Customer Relations Network or elsewhere.	Comms	Sp 2002	--

STRATEGIC PLAN

Strategic Directive 6: Earn the trust and confidence of stakeholders through timely two-way channels of communication.

2007 Target 6.3: Improve communications so that 85% of Davidson County survey respondents describe their experience in seeking responses as satisfactory or better.

Goal: Benchmark respondents' satisfaction in seeking responses from Metro Schools.			
Action Steps (cont.):	Person(s) responsible:	Timelines	Budget:
6.3.8 Participate in efforts by Operations to transform the physical plant into Friendly and accessible Central Offices, with emphasis on front and rear lobbies.	Operations Cabinet, Comms	Su 2003	--
6.3.9 Establish dual staffing of the main reception desk and outfit the reception area as a workstation for two persons.	Comms/ Operations	Su 2002	\$5,000

<p>How Goal Will Be Evaluated Annual satisfaction survey and ongoing online, on phone and intercept surveys, interviews.</p>

STRATEGIC PLAN

Strategic Directive 6: Earn the trust and confidence of stakeholders through timely two-way channels of communication.

2007 Target 6.4: Achieve a rating of “Effective” or “Highly Effective” for all Metro Schools communications.

Goal: Explore cost-effective means of continually assessing the effectiveness of key communications efforts and launch Communications Advisory Board and auxiliary Forums.			
Action Steps:	Unit(s) responsible:	Timelines	Budget:
6.4.1 Establish procedures for defining objectives of and ensuring authorization and funding for communications projects and programs.	Comms	Sp 2002	--
6.4.2 Conduct such forums, focus groups and related activities as warranted to improve service to major stakeholder groups, including Board, Principals, Cabinet and Central Office staff, Parents, Nashville Youth, News Media and others.	Comms	Winter 2003	--
6.4.3 Conduct professional reviews of the success and effectiveness of communications efforts, and report the results of such reviews, at least annually.	Comms	Sp 2003	--

<p>How Goal Will Be Evaluated</p> <p>Separate quarterly assessments/reports by CAB and Metro Schools Communications unit; semiannual Cabinet survey; semiannual principals survey; semiannual news media survey.</p>

STRATEGIC PLAN

Strategic Directive 7: Govern and manage the school system by focusing on results.

2007 Target 7.1: Ensure that the majority of agenda time at Board and Cabinet meetings is spent on strategic issues and progress on performance targets.

Goal: Focus the Board on the strategic plan, District progress and plans to meet the performance targets.			
Action Steps:	Person(s) responsible:	Timelines	Budget:
7.1.1 Develop an agenda calendar for all expected items from July 1 to June 30.	MBPE, Board Secretary, Cabinet	Sp 2002	
7.1.2 After Board meetings are held, revise agenda calendars to indicate action taken.	DOS, Board Secretary	Sp 2002	
7.1.3 Include a monthly planning session to be held at the end of a Board meeting to discuss without taking action issues related to the district and have a dialogue between Director, Board members and Director's cabinet.	MBPE, DOS, Cabinet	Su 2002	
7.1.4 Create every Friday an agenda for Monday Cabinet meetings	DOS, Ex. Asst.	Su 2002	
7.1.5 Reorganize the Director's Cabinet to have no more than 10 regular participants.	DOS	Su 2002	

How Goal Will Be Evaluated

Review Board minutes to identify Board's level of involvement in the progress of the strategic plan.

STRATEGIC PLAN

Strategic Directive 7: Govern and manage the school system by focusing on results.

2006 Target 7.2: Achieve an “A” on all valid external report cards.

Goal: Improve grades from external report cards to “B” or better.			
Action Steps:	Person(s) responsible:	Timelines	Budget:
7.2.1 Implement the Strategic Plan and hold a summer summit with stakeholders to discuss progress.	MBPE, DOS, Communications	Su 2002	\$500
7.2.2 Develop an End of the Year Report to be submitted to community leaders regarding progress on the implementation of the Strategic Plan.	DOS, Cabinet, Communications	Su 2002	\$1500
7.2.3 Require each school to develop their own 2002-2007 Strategic Plan.	DOS, LSS	Su 2002	
7.2.4 Reduce district office positions deemed to be unnecessary to free up funding for educational programs.	DOS, Cabinet	Sp 2002	
7.2.5 Review budget allocations and all funded educational programs to determine desired proper funding.	DOS, Cabinet	Sp 2002	

How Goal Will Be Evaluated
Review report cards given from external sources.

STRATEGIC PLAN

Strategic Directive 7: Govern and manage the school system by focusing on results.

2007 Target 7.3: Attain a grade of “A” for the board’s and the administration’s performance in an annual public perception survey.

Goal: To attain a grade of “C” or better for the board’s and administration’s performance on an annual public perception survey.			
Action Steps:	Person(s) responsible:	Timelines	Budget:
7.3.1 Conduct annual attitudinal survey of all stakeholders.	Communications, LSS/R&E	Fall 2002	\$5,000
7.3.2 Provide frequent information to the public on district progress and on the implementation of the Strategic Plan.	DOS, Communications	Sp. 2002	
7.3.3 Have monthly presentation to the Board of an effective school program.	LSS, Communications	Fall 2002	
7.3.4 Work with clusters to present to the Board on a monthly basis what each cluster is doing to improve student performance.	LSS Communications	Fall 2002	
7.3.5 Highlight successes on web page, newsletters, and at Board meetings.	Cabinet, Communications	Fall 2002	
7.3.6 Have an annual dinner for education to recognize individuals, groups and organizations that make a significant impact on the education of our students.	DOS, Communications	Sp 2003	\$1,500

How Goal Will Be Evaluated

Review the results of annual public perception surveys relative to the board’s and administration’s performance.

STRATEGIC PLAN

Strategic Directive 7: Govern and manage the school system by focusing on results.

2007 Target 7.4: Achieve conformance with generally accepted principles of board-director roles and responsibilities for governing and managing the school system.

Goal: Ensure that the Board sets policy (no micro-managing); Director implements policies and operates the daily activities of the District.			
Action Steps:	Person(s) responsible:	Timelines	Budget:
7.4.1 Have bi-weekly meetings with individual Board members and the Director.	MBPE, DOS	Sp 2002	
7.4.2 Annually have consultant work with the Board and Director to assess relationship, roles and responsibilities.	DOS	Fall 2002	\$5,000
7.4.3 Evaluate the Director annually.	MBPE	Su 2002	
7.4.4 Have each Board member do a self-evaluation of performance. Have Director do a self-evaluation of progress made and of his performance.	MBPE, DOS	Sp 2002	
7.4.5 Adopt and ensure the sustainability of an integrated “policy governance” model through which the Board and its Director can operate.	MBPE, DOS	Sp 2003	\$100,000

How Goal Will Be Evaluated

Review board minutes to determine conformance to generally accepted roles for board members and administration.

STRATEGIC PLAN

Strategic Directive 7: Govern and manage the school system by focusing on results.

2007 Target 7.5: Achieve a board effectiveness rating at the 75th percentile or above on a self-administered assessment.

Goal: Achieve a board effectiveness rating of 60% or above on a self-administered assessment.			
Action Steps:	Person(s) responsible:	Timelines	Budget:
7.5.1 Have Board members complete Board efficiency survey.	MBPE	Sp 2002	
7.5.2 Have annual meeting with consultant to review Board effectiveness.	MBPE	Sp 2002	
7.5.3 Put end of the year report on the web page.	Communica-tions	Su 2002	
7.5.4 Hold a bi-annual press conference with the Board for the media to ask questions and discuss progress.	MBPE, DOS, Communica-tions	Sp 2002 Fa 2002	

<p>How Goal Will Be Evaluated Review the results of the board’s self-administered assessment of their effectiveness.</p>

STRATEGIC PLAN

Strategic Directive 7: Govern and manage the school system by focusing on results.

2007 Target 7.6: Take proactive steps to affect state policies that impact the school system.

Goal: Promote legislation (local and state) that provides for higher student achievement among the students of the school system.			
Action Steps:	Person(s) responsible:	Timelines	Budget:
7.6.1 Work with Metro Council, State Department of Education, State Legislature to identify critical issues that need to be addressed.	LSS, Asst Supt Bus/Fac Communications	Fall 2002	
7.6.2 Form coalitions with other districts regarding funding and other critical educational issues.	DOS, LSS	Win 2002	
7.6.3 Host a semi-annual meeting for members of the State Legislature to discuss educational issues.	DOS, Communications	Fall 2002; Win 2003	

How Goal Will Be Evaluated

Review results of contacts made to local and state legislative delegations relative to improved policies for greater student achievement.

STRATEGIC PLAN

Strategic Directive 8: Attract, train, and retain a highly qualified staff.

2007 Target 8.1: Increase the overall level of job satisfaction among staff to 90%.

Goal: Assess employee attitudes using an employee-driven, survey-instrument process to determine job satisfaction.			
Action Steps:	Person(s) responsible:	Timelines	Budget:
8.1.1 Form a committee with representatives of all employee groups to be surveyed.	R/E, H/R	Completed	
8.1.2 Look at other surveys currently being utilized including the Teacher Satisfaction Inventories used by the Metropolitan Nashville Public Education Foundation.	R/E, H/R	In progress	
8.1.3 Identify the key factors to be assessed which influence job satisfaction.	R/E, H/R	In progress	
8.1.4 Determine how the information will be used to reach the 90% job satisfaction goal.	R/E, H/R	Sp 2003	
8.1.5 Develop a Job Satisfaction Survey to assess employee attitudes about their job and aspects of their job.	R/E, H/R	Sp 2003	\$500
8.1.6 Pilot and Field Test the Job Satisfaction Survey for consistency and reliability. Make an needed changes or adjustments.	R/E, H/R	Spring/Summer 2003	
8.1.7 Administer the Job Satisfaction Survey to a random selection of MNPS employees from all departments making sure the selection of employees reflects the diversity of the system.	R/E, H/R	Win 2003	\$400
8.1.8 Collect surveys and apply the summated rating scale to assess employee attitudes about their job and aspects of their job.	R/E, H/R	Win 2003	\$400

STRATEGIC PLAN

Strategic Directive 8: Attract, train, and retain a highly qualified staff.

2007 Target 8.1: Increase the overall level of job satisfaction among staff to 90%.

Goal: Assess employee attitudes using an employee-driven, survey-instrument process to determine job satisfaction.			
Action Steps (cont.):	Person(s) responsible:	Timelines	Budget:
8.1.9 Prepare templates so the survey can be on the District web Site for future respondents.	H/R, IT	Fall 2003	

How Goal Will Be Evaluated
Creation of an employee-driven, survey improvement process.

STRATEGIC PLAN

Strategic Directive 8: Attract, train, and retain a highly qualified staff.

2007 Target 8.2: Increase the retention rate of employees to 95%.

Goal: Increase the retention rate of employees to 95% by the 2005-06 school year.			
Action Steps:	Person(s) responsible:	Timelines	Budget:
8.2.1 Obtain baseline data on the number of employee resignations by job class/grade level.	HR/Co	Completed	
8.2.2 Determine reasons for employee resignations.	HR/Co	Completed & in Prog.	
8.2.3 Develop a competitive compensation package (pay/benefits) that attracts and retains highly qualified staff.	HR	In Progress	
8.2.4 Develop career path for all employees with structured growth and development plan. (revisit)	HR	In Progress	
8.2.5 Consider incentives for those who acquire national certification.	HR	In progress	
8.2.6 Explore adequate working space, updated resources, and equipment to enable the employees to work under the best possible conditions.	HR	Completed	
8.2.7 Establish a mentoring program for new teachers similar to PALS program	LSS	Sum 2002	
8.2.8 Explore the possibility of establishing a longevity pay plan similar to Metro Government.	HR/Dist. Admin		
8.2.9 Obtain baseline data on the rate of absenteeism; number per day, percentage per week/month, etc.; by job class, grade levels, departments, years of service.	HR/Co	In Progress	
8.2.10 Establish an analysis on reasons for absenteeism.	HR/Co	In progress	

STRATEGIC PLAN

Strategic Directive 8: Attract, train, and retain a highly qualified staff.

2007 Target 8.2: Increase the retention rate of employees to 95%.

Goal: Increase the retention rate of employees to 95% by the 2005-06 school year.			
Action Steps (cont.):	Person(s) responsible:	Timelines	Budget:
8.2.11 Explore incentive programs to encourage improved attendance among employees.	HR, Admin, Dist Admin	In progress	
8.2.12 Promote the Employee Assistance Program	HR	Completed & ongoing	
8.2.13 Provide the opportunity for internal employees to prepare for upward mobility through staff development that is directly tied into job requirements, knowledge, skills, abilities, job performance, and attendance.	Staff Dev, HR	Sum 2003	
8.2.14 Increase the salary for substitutes	HR	Fall 2003	In progress
8.2.15 Improve quality and quantity of substitute services	HR	Winter 2003	

How Goal Will Be Evaluated
The employee retention rate will increase by 2%

STRATEGIC PLAN

Strategic Directive 8: Attract, train, and retain a highly qualified staff.

2007 Target 8.3: Increase the number of new teachers who remain in the system for five year or more by 50%.

Goal: Decrease the number of new teachers leaving the system before their sixth year from 18% to 16.5% by 2002-03.			
Action Steps:	Person(s) responsible:	Timelines	Budget:
8.3.1 Construct a history of departure rates among beginning and experienced teachers who were new to Metro Schools during the five-year period prior to 2001-2002 to establish baseline data.	HR/IT/RE	Jan 2003	
8.3.2 Disaggregate data by race, gender, age, and classification as New College Graduate, Experienced Teacher, Delayed Career Employee, or Career Change Employee to determine the characteristics of those teachers who are leaving.	HR/IT/RE	Completed	
8.3.3 Review written documents (resignation letters, etc.) to codify reasons cited for termination of employment.	HR	Completed	
8.3.4 Survey teachers regarding their reasons for termination of employment (eliminating non-reelects) to check for reliability and to identify interventions that may have made a difference in their decision.	HR/IT/RE	Completed	\$400
8.3.5 Annually survey new teachers to determine their needs and reasons for leaving or remaining.	HR/IT/RE	Completed	\$400
8.3.6 Consider increasing the number of PALS and mentors	HR	Sum 2002	
8.3.7 Provide incentive for soliciting highly qualified applicants who agree to work for Metro Schools for a specified period of time.	HR/Business LSS	Spring 2003 In progress	

STRATEGIC PLAN

Strategic Directive 8: Attract, train, and retain a highly qualified staff.

2007 Target 8-3: Increase the number of new teachers who remain in the system for five year or more by 50%.

Goal: Decrease the number of new teachers leaving the system before their sixth year from 18% to 16.5% by 2002-03.			
Action Steps (cont.):	Person(s) responsible:	Timelines	Budget:
8.3.8 Develop an induction program for new teachers designed to meet the changing demands of the urban teacher and to meet the needs of the district	HR/PALS, Mentors, Principals LSS	In progress	\$5,000
8.3.9 Sponsor 3 “new teacher roundtables” where new teachers can meet with each other and mentor teachers to discuss and alleviate classroom challenges.	HR	Spring 2003	
How Goal Will Be Evaluated			
Tracking the number of teachers retained in the system five years or more to see if 50% remain.			

STRATEGIC PLAN

Strategic Directive 8: Attract, train, and retain a highly qualified staff.

2007 Target 8.4: Increase the percentage of certified employees (those not on waivers, interim licenses and permits) to 95%.

Goal: Decrease the percentage of certificated employees on waivers, interim licenses, and permits from 9.1% to less than 8% by 2002-03.			
Action Steps:	Person(s) responsible:	Timelines	Budget:
8.4.1 Focus recruiting efforts on shortage areas through universities with large numbers of graduates in those areas including minority candidates.	HR	Completed	\$50,000 per year
8.4.2 Examine the salary schedule for beginning teachers	HR	Completed	
8.4.3 Establish tutorial sessions/workshops for teachers who have not passed the Praxis examination.	HR/Staff Dev	In progress	\$1,000
8.4.4 Work with an area institution(s) to develop alternative certification programs in identified shortage areas.	HR	In progress	
8.4.5 Develop an HR section in district newsletter to Communicate information relative to teacher certification opportunities		Fall 2002 Completed	
8.4.6 Increase the number of teachers hired before June 1.		Winter 2003 In progress	

How Goal Will Be Evaluated

The percentage of teachers on waivers, interim licenses, and permits will be calculated at the end of the first six weeks, at the end of the first semester, and at the end of the year.

STRATEGIC PLAN

Strategic Directive 8: Attract, train, and retain a highly qualified staff.

2007 Target 8.5: Institute growth plans for 100% of the teachers whose effectiveness is judged deficient in one or more areas.

Goal: To develop plans for areas of weakness with teachers			
Action Steps:	Person(s) responsible:	Timelines	Budget:
8.5.1 Provide training for campus administrators.	HR	Completed	\$100
8.5.2 Identify areas of need by using observations, normed and criterion referenced tests, success of students in class assignments and teacher made tests.	Principals Teachers	Completed	
8.5.3 Develop growth plan collaboratively with teacher.	Principals	In progress	
8.5.4 Follow through with strategies identified to assist the teacher.	Principals	Fall-Sp 2002-03 In progress	
8.5.5 Evaluate, review, and rewrite plan if needed.	Principals Teachers	Sp 2003	

<p>How Goal Will Be Evaluated Less teachers will have to have growth plans.</p>
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STRATEGIC PLAN

Strategic Directive 8: Attract, train, and retain a highly qualified staff.

2007 Target 8.6: Increase the ratio of qualified applicants for each teacher and administrative vacancy to 7:1.

Goal: Increase the number of teacher applications from 954 to 1,940			
Action Steps:	Person(s) responsible:	Timelines	Budget:
8.6.1 Obtain/develop baseline data regarding the number of applications submitted per vacancy by subject area.	HR	Completed	
8.6.2 Analyze salary/benefit package of other school systems of similar size and characteristics to determine relative competitiveness.	HR	Completed	
8.6.3 Develop a draft package (salary/benefits /incentives) that would position Metro Schools to be the most competitive school system in Tennessee and as competitive as similar school systems nationally.	HR	In progress	
8.6.4 Utilizing data from the past 2 years, concentrate recruitment efforts on colleges and universities from which the majority of our new teachers have graduated.	HR	Fall 2002	
8.6.5 Subscribe to an on-line teacher recruitment service (TEACHERS-TEACHERS.COM) to increase the number of prospective applicants.	HR	Completed	\$6,000

STRATEGIC PLAN

Strategic Directive 8: Attract, train, and retain a highly qualified staff.

2007 Target 8.6: Increase the ratio of qualified applicants for each teacher and administrative vacancy to 7:1.

Goal: Increase the number of teacher applications from 954 to 1,940.			
Action Steps (cont.):	Person(s) responsible:	Timelines	Budget:
8.6.6 Submit legislation and lobby the State Legislature to treat school system employees in the same manner as state employees at higher education institutions and allow up to six semester hours of coursework to be taken at no charge to the employee or the school system.	HR	Win 2003	
8.6.6a Utilize data from the past two years to target specific geographical areas from which to concentrate recruitment efforts		In progress	
8.6.7 Work with an area institution(s) to develop a fast-track licensure program and/or alternative certification program(s) in identified subject shortage areas.	HR/College Liaisons	In progress	TBD
8.6.8 Improve the HR web-site by including a user friendly format to download an applications and instructions		Completed	
8.6.9 Re –organize HR staff so that applications are tracked and processed more efficiently		Completed	
8.6.10 Revise and update all job descriptions to reflect new titles and other terminology		In progress	

<p>How Goal Will Be Evaluated</p> <p>Count the number of teacher applications received for consideration of employment.</p>
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STRATEGIC PLAN

Strategic Directive 8: Attract, train, and retain a highly qualified staff.

2007 Target __ 8 __

Goal:			
Action Steps (cont.):	Person(s) responsible:	Timelines	Budget:
8.6.11 Provide staff development opportunities for Human Resource Senior Staff to be Certified Human Resource Specialists	HR	In progress	
8.6.12 Institute and electronic “Job Line” to more efficiently communicate to prospective employees	HR	Completed	