

Ocean Springs School District Strategic Plan

Setting the PACE in . . .

**Accelerating Achievement in Academics,
Arts, and Athletics**

Fall 2011

Ocean Springs School District Profile

Introduction

Ocean Springs School District is the heart of the Ocean Springs community. The values of this school district mirror the values of the community: preserving the history of the city, protecting the beauty of the community and inspiring the youth of the community toward the highest achievement possible in academics, arts and athletics. Therefore, we have chosen the acronym PACE as the foundation for our hopes for our youth: that our youth embrace these values in ways that transcend our small community into the greater world community.

PACE encompasses the People, Achievement, the Community and the Environment of Ocean Springs. The beautiful small coastal town charm has evolved into a community that continually encourages the people to challenge the status quo while maintaining a firm hold on the values that distinguish this community.

The Ocean Springs School District has historically excelled in preparing students for graduation, continued education, and workplace success. Maintaining a Level 5 status on the Mississippi School Performance Levels, the district has continued to meet the criteria established by No Child Left Behind Act. District scores on statewide assessments are well above the state average and traditionally fall within the top ten districts in Mississippi.

Because of the outstanding reputation of the Ocean Springs School District, the hiring of quality personnel is not a problem. There is never a shortage of applications from highly qualified individuals seeking the opportunity to work for the district. Our staff, teachers, and administrators are dedicated, hard working, professional individuals who strive to maintain the academic, physical, emotional, and social success of the students of the Ocean Springs School District.

The leadership of the Ocean Springs School District has always been strong. Under the guidance of a dedicated and knowledgeable school board, the superintendent and administrative staff provide decision making, problem solving, and support as they seek to move the district forward.

The parents and community members are very supportive of the school district. Volunteers are in our schools daily assisting teachers, reading to students, and offering help. They work hard to provide extra resources and equipment to benefit our students and teachers. The community continues to provide support to district efforts in maintaining current facilities and building new ones.

Student performance data and new guidelines from the Mississippi Department of Education were considered in the development of this strategic plan. A team of administrators and teachers from across the district discussed current test scores, new curriculum guidelines, professional development needs, and established programs to determine goals for the future.

The Ocean Springs School District Strategic Plan provides a foundation on which the Ocean Springs School District can continue to succeed. The Plan includes each goal and objective, the persons responsible for the respective objectives, the time line, and the metric that will be used to measure progress. The OSSD Strategic Plan will be reviewed annually by members of the OSSD Leadership Team. Revisions will be posted to the Web in the fall of each year following Board of Education approval.

VISION

It is the vision of Ocean Springs School District to educate all students to their highest levels of academic achievement, to enable them to reach and expand their potential, and to graduate them prepared to become productive, responsible, and compassionate members of society who will have a positive impact on the world around them.

MISSION

The mission of Ocean Springs School District is to teach our students essential content, skills, and core values to enable them to transfer knowledge between educational accomplishments and the larger life issues and to have a positive impact on society.

BELIEFS

All students can learn.

Each student is a valued individual with unique physical, social, emotional and intellectual needs.

Students learn best when they are actively engaged in the learning process with a focus on transfer of learning.

Curriculum and instructional practices should incorporate a variety of differentiated learning activities to accommodate differences in learning styles.

A safe and physically comfortable environment promotes student learning.

Teachers, administrators, parents, school board members and the community share the responsibility for advancing the school's mission.

SUPERINTENDENT OF SCHOOLS

Dr. Robert E. Hirsch

MEMBERS, BOARD OF EDUCATION

Dr. Sharon H. Walker, President

Dr. Lena H. Melton, Secretary

Dr. William H. Lee

Michelle M. Smith

Timothy E. Taranto

Ocean Springs School District Strategic Plan

Transformational Goals:

People

- Recruit, hire, induct, support and retain high-performing staff
- Ensure all employees are highly qualified and skilled for their positions

Achievement

- Accelerate learning for understanding and raise expectations for every student in Ocean Springs School District
- Apply effective research based practices

Community

- Strengthen collaboration with parents and community to enhance learning for their own children and all children
- Enhance dialog and cooperation with key local, state and national groups and organizations

Environment

- Provide environments that optimize learning and teaching and are safe, secure and well-maintained
- Develop and nurture a high-performing culture based on trust, compassion, mutual respect and integrity
- Anticipate and prepare for projected community growth and increases in student enrollment

People

Goal 1: Recruit, hire, induct, support and retain high-performing staff.

Objective 1: Provide vigorous and effective personnel recruitment strategies that identify the most talented applicants, achieve greater diversity, and fit critical needs.

Performance Measure: Annually attend a minimum of 3 recruitment fairs.

Action	Estimated Resources	Responsible Party	Time Frame
Further develop partnerships with colleges, universities, and leadership organizations to increase participation in hiring options	Annual satisfaction survey with partners. Maintain established partnerships.	Assistant Superintendent of Personnel, Director of Public Relations, Building Principals	Ongoing
Attend recruitment fairs at state colleges with emphasis on minority campuses	Recruitment funding	School Administration	Ongoing
Participate in REACH Program (affordable housing)	REACH applications, Employee Counseling,	District Business Manager	2008 - 2011
Enhance electronic application process.	<i>Image Now</i> software	Business Manager Assistant Superintendent of Personnel	Accomplished
Establish teacher recruitment open house	Recruitment funding	District and School Administration	Fall 2011 – On going

People

Objective 2: Retain highly qualified employees by being responsive to professional concerns and needs.

Performance Measure: 90% retention of highly qualified employees.

Action	Estimated Resources	Responsible Party	Time Frame
Provide all beginning teachers ongoing support through an effective induction program	TIP (Teacher Induction Program) Provide mentor teachers Provide specialized professional development for first year teachers	Administration	Ongoing
Provide opportunities for continued professional growth	Professional Development Funding, Provide release time for action research, Annual Professional Development Calendar	Administration	Ongoing

People

Objective 3: Promote a positive workplace environment

Performance Measure: Maintain 85% workplace satisfaction rate.

Action	Estimated Resources	Responsible Party	Time Frame
Ensure availability of necessary instructional resources	State and Federal funding, Grants, District funding	Administration	Ongoing
Promote employee recognition: Examples of Excellence quarterly luncheon, End of Year Employee Recognition Program, Individual Campus initiatives	Principal's Activity fund, Community Sponsors	Administration	Ongoing
Continue Advisory/ Quality Work Life Committee	Campus and Department Representatives	School Board	Ongoing

People

Goal 2: Ensure all employees are highly qualified and skilled for their positions

Objective 1: Ensure all teachers and instructional support staff members are highly qualified as defined by state and federal mandates.

Performance Measures: 100% of teachers and instructional support staff members will be highly qualified.

Action	Estimated Resources	Responsible Party	Time Frame
Employ only teacher or instructional support staff who are eligible to become highly qualified	Recruitment, Personnel Office	Administration	Ongoing

People

Objective 2: Provide all staff with relevant and job-specific professional development opportunities.

Performance Measures: 100% of staff will be provided relevant and job-specific professional development opportunities.

Action	Estimated Resources	Responsible Party	Time Frame
Provide professional development for all employees, including leadership opportunities, mentoring, and acculturation / orientation programs	State, Federal and District funding, Training supplies, facilities, materials Facilitators, Annual Professional Development Survey, Individual Professional Development Plans	Professional Development Committee, Administration	Annually
Implement a professional growth and development plan for identified teachers based on specific needs	Tier 1 Teacher Evaluation instrument, Annual Employee Evaluation, Individualized Growth Plan	Building Principals, Assistant Superintendent of Personnel	Annually

People

Objective 3: Hold employees accountable to a high standard of performance.

Performance Measure: 100% of employees meet OSSD performance standards.

Action	Estimated Resources	Responsible Party	Time Frame
Continue a personnel review system for administrators and certified staff	OSSD Policies and Procedures	Administration	Ongoing
Classified employees must adhere to OSSD policies and procedures	OSSD Policy Manual	Administration, Supervisors	Ongoing
Ensure that all employees are adhering to the State Mandated Code of Ethics	OSSD Policy Manual, MDE Code of Ethics	Administration, Supervisors	Ongoing

Achievement

Goal 1: Accelerate learning for understanding and raise expectations for every student in Ocean Springs School District

Objective 1: All students will demonstrate continued academic growth.

Performance Measures: Every student will be proficient or above in reading, writing, math, social studies, and science within five years (or within three years when entering at first grade) of continuous attendance in Ocean Springs Schools.

Action	Estimated Resources	Responsible Party	Time Frame
Align curriculum, instruction, assessment and professional development to state standards through implementation of Common Core Standards	Curriculum Framer, Unit Development, Consultants, Common Core State Standards Training	Teachers, Curriculum Superintendents, Campus Leaders	2008-Ongoing
Implement district wide pre-K program	District Funding, Grants, partnership with HeadStart	Superintendents and Administration	2012-Ongoing
Increase the percentage of students scoring proficient or advanced on all state assessments by addressing the needs of all students including our special needs populations	Curriculum Frameworks, Funding, Professional Development, Personnel, differentiated instructional strategies, etc., Progress as measured by IDEA	All Stakeholders	2008-Ongoing
Use accurate, timely data to monitor student progress, identify potential problem areas, and implement student-targeted intervention strategies	RTI Process (LINKS), Progress monitoring systems, SATP, MCT2, WIDA, Science, Writing, etc., TST process, Common Assessments, Post-Graduate survey	Instructional Staff and Administration	2008-Ongoing

Achievement

Objective 2: Reduce the gap in academic performance of students while raising overall achievement.

Performance Measure: 100% of students will demonstrate academic growth.

Action	Estimated Resources	Responsible Party	Time Frame
Meet adequate yearly progress (AYP) for the achievement of all student groups	RTI Process, Progress monitoring systems, SATP, MCT2, WIDA, Science, Writing, etc., TST process	Instructional Staff and Administration	Annual
Meet annual measurable achievement objectives for English language learners	WIDA, Instructional Materials	Instructional Staff and Administration	Annual
Increase subgroup participation in honors, AP classes and International Baccalaureate Program	Translated materials, Parent meetings, Counselors	Instructional Staff and Administration	Annual

Achievement

Objective 3: Every student will have the opportunity to earn a diploma.

Performance Measure: Graduation rates will increase annually.

Action	Estimated Resources	Responsible Party	Time Frame
Expand student access to college and other postsecondary options	Dual enrollment, AP classes and International Baccalaureate Program, career and technical programs, extracurricular programs, career center, Counselors, scheduling options	Instructional Staff, Superintendent, and Administration	Ongoing
Support optional programs for high school completion	GED, varied diplomas, counselors, AEC, scheduling options	Instructional Staff, and Administration	Ongoing

Achievement

Goal 2: Apply effective research based practices.

Objective 1: Utilize proven models to develop innovative teaching, understanding, and transfer of learning.

Performance Measures: Improved performance assessment data.

Action	Estimated Resources	Responsible Party	Time Frame
Attend, develop, and implement training on proven effective research based models	Individual professional development plan (IPDP), Annual Professional Development Calendar, Funding	Instructional Staff and Administration	Ongoing
Analyze and evaluate data of implemented programs	Annual student performance assessment data, teacher surveys, staff evaluations	Instructional Staff, Superintendent, and Administration	Ongoing
Support technology innovations for teaching and learning	e-books, Laptop Programs, Alpha Smart Carts, Interactive white boards and handheld devices, Research, vendors, etc.	Administrators	Ongoing

Achievement

Objective 2: Reorganize existing schools to better support expanded educational outcomes.

Performance Measure: Completed reorganization of school district by 2014.

Action	Estimated Resources	Responsible Party	Time Frame
Study the current educational programming and space needs for successful implementation and integrate plans for facilities with other strategies under development	Consultants Reports, School Board Annual Report, No Child Left Behind District Report Card	Instructional Staff, Superintendent, and Administration	Ongoing
Conduct district meetings to plan organization of new and existing grade configurations and facilities, Finalize and communicate use of existing facilities	Research on grade level organization	All Stakeholders	2010-2013

Achievement

Objective 3: Implement an improved science program at the elementary level (K-4).

Performance Measures: Successful integration of science across the curriculum as measured by improved state science scores.

Action	Estimated Resources	Responsible Party	Time Frame
Study current science programming and realign to meet National Science Standards (content, process, teaching, program and assessment)	National Science Standards, Revised MS Frameworks, New science textbooks	Instructional Staff and Administration	Ongoing
Provide training for teachers on new science curriculum and inquiry based instruction	Ongoing Professional Development	Instructional Staff and Administration	Ongoing

Community

Goal 1: Strengthen collaboration with parents and community to enhance

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learning for their own children and all children

Objective 1: Increase opportunities for parent and community involvement.

Performance Measures: 80% of parent/community survey respondents will report satisfaction with the opportunities available for involvement.

Action	Estimated Resources	Responsible Party	Time Frame
Expand parent workshops and learning opportunities	Funding, facilitators, Parent University, Title 1, Curriculum nights, Open Houses, Family Reading Night, Making It Count, etc.	Instructional Staff and Administration	Ongoing
Assist parent groups in developing active parent participation in each school	ConnectED, Website, Tuesday Folders, School Newsletters, No Child Left Behind Report Card, Parent Connect, PTO, District wide PTO, etc.	Instructional Staff and Administration	Ongoing
Encourage and recognize volunteer efforts	Funding, Newsletters, Stakeholders, District website	Instructional Staff and Administration	Ongoing
Host public forums and/or meetings for community, parents, teachers and students on relevant issues	Funding, facilities, facilitators, topics for discussion	Instructional Staff and Administration	Ongoing

Community

Objective 2: Expand ongoing written, telephone, and electronic communications with parents.

Performance Measures: ConnectEd reports will indicate increased electronic communication. Parent Survey results will indicate the increase in opportunities in communication.

Action	Estimated Resources	Responsible Party	Time Frame
Utilize positive contacts to build trust and strengthen partnerships between parents and schools	Communication Logs, TST Logs, etc., Teacher Resource Guide, Faculty Mtgs., Administrator expectations	Instructional Staff and Administration	Ongoing
Utilize district-wide telecommunication and electronic systems between school and home to keep parents and community informed	ConnectEd, emails, monthly newspaper articles, district website, calendar, newsletters, television reports, etc	Instructional Staff and Administration	Ongoing
Improve 2-way Communication	ConnectEd, forums, school board meetings, emails, monthly newspaper articles, district website, calendar, newsletters, television reports, etc.	Instructional Staff and Administration	Ongoing
Use written surveys and various online opportunities for input to measure satisfaction and support	Parent Satisfaction Survey, Community involvement survey, district email address	Instructional Staff and Administration	Ongoing

Community

Goal 2: Enhance dialog and cooperation with key local, state and national groups and organizations

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Objective 1: Maintain positive relationships and communication with the city of Ocean Springs and other entities.

Performance Measures: 80% of survey respondents will report satisfaction with the working relationships and communication with the school district.

Action	Estimated Resources	Responsible Party	Time Frame
Attend meetings throughout the year with community partners	School District Representatives, Local business community partners	Representatives	Ongoing
Cooperation with community groups for facility usage	Community and School District Facilities	Superintendent and Administration	Ongoing
Participate in Ocean Springs Youth Leadership Program	Mayor, OS City Public Relations Officer, OSHS students	City Officials, OSHS administration	2008 Ongoing
Utilize community input in decision making processes	Forums, surveys, etc.	Stakeholders	Ongoing
Partner with local businesses and organizations to enhance educational opportunities for students and staff	OSEF, OSAF, YMCA, donations and expertise, non-profit organizations and commercial enterprises, etc.	Instructional Staff and Administration	Ongoing

Community

Objective 2: Partner with key regional and national organizations and institutions to better support the district

Performance Measures: Report of established partnerships.

Action	Estimated Resources	Responsible Party	Time Frame
Maintain effective communication	state legislators, MS State Board of Education, MS Department of Education, U.S. Department of Education, national professional organizations, etc.	Stakeholders	Ongoing
Continue effective partnerships with youth-oriented organizations	YMCA, HeadStart, Boys and Girls club, Boy Scouts and Girl Scouts, American Heart Association, Relay for Life, etc.	Stakeholders	Ongoing

Environment

Goal 1: Provide environments that optimize learning and teaching and are safe, secure and well-maintained

Objective 1: Ensure safe, secure schools through increased resources, training and awareness for staff and students to support Safe Schools policies and each school’s safety plan

Performance Measures: Increase in positive data regarding safe and secure school environment.

Action	Estimated Resources	Responsible Party	Time Frame
Continue to analyze and upgrade facilities to maximize physical safety of students and staff	Environmental Survey, District funding, county funding, state funding, Federal funding,	Administration, School Board	Ongoing
Conduct annual survey of students, staff and parents, grades 6-12, to gather data on perceptions of school safety	Federal Programs Needs Assessment, Stakeholders surveys	Instructional staff and administration	Ongoing
Continue to use prevention-based programs to ensure safe environment	Federal funding, district funding, Character Education, Resource Officers, Safety training, etc.	Instructional staff and administration	Ongoing

Environment

Objective 2: Integrate technology into instruction and provide students and staff with access to progressive technology.

Performance Measure: Review progress of 5 year technology plan.

Action	Estimated Resources	Responsible Party	Time Frame
Update technology plans that support improved teaching and learning	5 year technology plan, technology dept., funding (district, state, e-rate, grants), research, vendors	Administrators and Technology Dept.	Ongoing
Utilize technology systems to report student learning and progress and provide easily accessible data to all stakeholders	Parent Connect, MSIS, OSSD Student Data Package, MAARS, School Websites, LINKS	Instructional staff and Administrators	Ongoing
Provide teachers with assistance and/or training in technology integration into the classroom with training needs prioritized annually	Professional Development survey, Individual professional development plan, professional development calendar, facilitators, funding	Professional development committee	Ongoing
Support technology innovations for teaching, learning, and district operations	e-books, Laptop Programs, Alpha Smart Carts, , Image Now, My Lunch Money, Online registration, online application process, Research, vendors, etc.	Administrators	Ongoing

Environment

Objective 3: Complete modernization of schools, including building new schools, renovations, maintenance and technology upgrades.

Performance Measures: Review status of district facility plan.

Action	Estimated Resources	Responsible Party	Time Frame
Conduct needs assessment to identify future facility needs and anticipated demand for technology	Annual School Board Retreat	School Board, Superintendent, and Administration	Annually
Communicate information about projects with stakeholders	Media, public forums, school board meetings, PTO meetings, Open Houses, Newsletters, website, "State of the District", etc.	Instructional Staff, Superintendent, and Administration	Ongoing

Environment

Goal 2: Develop and nurture a high-performing culture based on trust, compassion, mutual respect and integrity.

Objective 1: Promote an organizational climate that values two-way communication, professionalism, and personal empowerment.

Performance Measures: 80% of survey respondents will report satisfaction with the organizational climate.

Action	Estimated Resources	Responsible Party	Time Frame
Promote collaboration among all stakeholders	Time, training, funding, staff meetings, curriculum meetings, facilitators	Instructional Staff, Superintendent, Administration, and School Board Members	Ongoing
Cultivate a sense of common mission and educational belief system	District mission statement, staff meetings, curriculum meetings, website	Instructional Staff, Superintendent, Administration, and School Board Members	Ongoing
Measure organizational climate and employee satisfaction annually through staff surveys	Staff survey, funding	Instructional Staff, Superintendent, and Administration	Ongoing

Environment

Objective 2: Provide opportunities for developing the assets of each student to promote a positive school culture.

Performance Measures: 80% of survey respondents will report satisfaction with the opportunities available.

Action	Estimated Resources	Responsible Party	Time Frame
Utilize student support services	Positive Behavior specialists, Student Support Services, TST, Counselors, Nurses, etc. Community Organizations	Instructional Staff and Administration	Ongoing
Enhance character development to promote a climate of trust	Instructional strategies, Challenge Day , Character Education, Athletic programs, etc.	Instructional Staff and Administration	Ongoing
Ensure access to fine arts, leadership and athletic programs	Music, Choir, Art, Band, Theater, PE, ROTC, and extracurricular activities	Instructional Staff and Administration	Ongoing
Implement health and wellness state initiatives	Wellness Policy, district and school health councils, state guidelines	Instructional Staff and Administration	2007 Ongoing

Environment

Goal 3: Anticipate and prepare for projected community growth and increases in student enrollment.

Objective 1: Manage growth effectively by identifying anticipated impacts on OSSD.

Performance Measures: Review of facility status report from annual School Board retreat.

Action	Estimated Resources	Responsible Party	Time Frame
Review enrollment projections and patterns	City planners, realtor information, weekly enrollment data, annual growth projection	Administrators and School Board	Annually
Determine current facility status through regular visits and determine future needs	School Board and Superintendent visits, Annual Maintenance needs assessment	Administrators and School Board Maintenance Dept.	Annually
Seek alternative sources of revenue to fund new programs and projects that respond to student and community needs	Grants, community donations, research	Instructional staff, Administrators and School Board	Ongoing
Involve city and county officials and developers in discussions about impact of future growth	Growth Map, City Planner, County Planning Commission, Board of Supervisors, Realtors	Superintendent, Administrators and School Board	Ongoing

Environment

Objective 2: Explore growth options and facility needs.

Performance Measures: Review of facility status report from annual School Board retreat.

Action	Estimated Resources	Responsible Party	Time Frame
Develop master plan to determine need for new schools, modernization of current schools and sites, and technology upgrades and additions	Research, enrollment data, growth data, consultants	Superintendent, Administrators and School Board	2008- Ongoing
Ensure facilities are able to support changing demands of teaching and learning programs	Consultants, research, enrollment data, vendors	Superintendent, Administrators and School Board	2008- Ongoing

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