

Strategic Goal I - Student Achievement

Goal	Performance Measure(s)	2012	2013	2014	2015	2016		2017		Initiatives
		Actual	Actual	Actual	Actual	Target	Actual	Target	Actual	
Increase District CCRPI Score	GaDOE CCRPI Indicator - District	73.5	78.9	75.5	75	78		81		District Target Areas:
	ELEM	74.6	79.2	81.9	76.2	79		82		Sub Group targeted intervention
	State Performance	74.5	77.8	72.7	76					Literacy Integration in all content areas: Reading, Writing, Speaking
	Cohort Performance									Student Engagement Strategies: Technology Integration, Relationships, BYOD, SEE-Ks
	MIDDLE	71.3	77.4	71.7	67.9	70		73		
	State Performance	71.3	74.6	73.8	71.2					Rigor: Thinking Maps, Common Assessments, Depth of Knowledge
	Cohort Performance									
	HIGH	71.9	76.4	61.1	73.3	76		79		Math strategies, STEM Implementation
	State Performance	72.8	71.8	68.4	75.8					Collaboration -Professional Learning
	Cohort Performance									
Increase the progress toward the state target on the Georgia Milestones English Language Arts EOG (grades 3-5)	Increase the weighted percent of students scoring at the Developing Learner or above on the Georgia Milestones English Language Arts EOG				56.4					Classroom Standards Based Handbook
	State Performance				60.3	63.6		66.9		Reading First
	Cohort Performance									
Increase the progress toward the state target on the Georgia Milestones English Language Arts EOG (grades 6-8)	Increase the weighted percent of students scoring at the Developing Learner or above on the Georgia Milestones English Language Arts EOG				55.3					Recruitment and retention of highly qualified content area teachers
	State Performance				60.1	63.6		66.9		Pacing guides and common assessments
	Cohort Performance									
Increase the progress toward the state target on the Georgia Milestones 9th Grade Literature EOC	Increase the weighted percent of students scoring at the Developing Learner or above on the Georgia Milestones 9th grade Literature EOC				59.3					Benchmarking
	State Performance				61.2	64.7		67.9		Data Room / Data chats/Data notebooks
	Cohort Performance									
Increase the progress toward the state target on the Georgia Milestones American Literature EOC	Increase the weighted percent of students scoring at the Developing Learner or above on the Georgia Milestones American Literature EOC				51.4					Interactive Notebooks
	State Performance				59	62.4		65.8		Professional Learning Centes;r professional development and monitoring
	Cohort Performance									

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Increase the progress toward the state target on the Georgia Milestones Math (grades 3-5)	Increase the weighted percent of students scoring at Developing Learner or above on the Georgia Milestones Math EOG				65.4	66.8		69.8		Professional Learning Centes;r professional development and monitoring
	State Performance				64.4					Computation fluency assessments
	Cohort Performance									Number Talks
Increase the progress toward the state target on the Georgia Milestones Math (grades 6-8)	Increase the weighted percent of students scoring at Developing Learner or above on the Georgia Milestones Math EOG				55.9	66.8		69.8		Recruitment and retention of highly qualified content area teachers
	State Performance				63.1					Classroom Standards Based Handbook
	Cohort Performance									STEM
Increase the progress toward the state target on the Georgia Milestones Algebra EOC	Increase the weighted percent of students scoring at Developing Learner or above on the Georgia Milestones Algebra EOC				48.4	60		63.6		Benchamarking
	State Performance				52.7					IKAN
	Cohort Performance									Interactive Notebooks
Increase the progress toward the state target on the Georgia Milestones Geometry EOC	Increase the weighted percent of students scoring at Developing Learner or above on the Georgia Milestones Geometry EOC				38.3	59.3		63		Pacing guides and common assessments
	State Performance				56.5					Data Room / Data chats/Data notebooks
	Cohort Performance									
Increase student attendance in grades 3-5	Increase the percentage of students missing 5 days or less				54.08	61		54.08		1. School Level Attendance Incentives
Increase student attendance in grades 6-8	Increase the percentage of students missing 5 days or less					53		54.71		2. Utilize Attendance Protocol
Increase student attendance in grades 9-12	Increase the percentage of students missing 5 days or less				44	45		41.5		3. Continuous PBIS model w/Professional Development
Increase Combined District Mean SGP in ELA and Math;					46.42			49		
Percent of students scoring proficient and above on state mandated test (EOG and EOC)					34			37		Rigor: Thinking Maps, Common Assessments, Depth of Knowledge
	State Performance				37				Participation in SEE-Ks	
	Cohort Performance								GoFar/SLDS	

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		Actual	Actual	Actual	Actual	Target	Actual	Target	Actual			
Increase the progress toward the state target on the Georgia Milestones Science (grades 3-5)	Increase the weighted percent of students scoring at Developing Learner or above on the Georgia Milestones Math EOG				68.7	61		64.6		Professional Learning Centes;r professional development and monitoring		
	State Performance				59.5							Pacing guides and common assessments
	Cohort Performance											
Increase the progress toward the state target on the Georgia Milestones Science (grades 6-8)	Increase the weighted percent of students scoring at Developing Learner or above on the Georgia Milestones Math EOG				55.6	61		64.6		Classroom Standards Based Handbook		
	State Performance				55.2							Benchamarking
	Cohort Performance											
Increase the progress toward the state target on the Georgia Milestones Physical Science EOC	Increase the weighted percent of students scoring at Developing Learner or above on the Georgia Milestones Math EOG				86	54.3		58.5		Recruitment and retention of highly qualified content area teachers		
	State Performance				50.7							STEM
	Cohort Performance											
Increase the progress toward the state target on the Georgia Milestones Biology EOC	Increase the weighted percent of students scoring at Developing Learner or above on the Georgia Milestones Math EOG				50.7	60.2		63.8		Data Room / Data chats/Data notebooks		
	State Performance				56.5							
	Cohort Performance											
Increase the District Graduation Rate.	4 year cohort Graduation Rate	79.4	75.2	79.5	89.3	90	85.47	91		Integrate Commit to Graduate Activities at all school levels		
	State Performance	70.1	75.2	75.6	78.8		79.2				Provide alternative paths to graduation (Credit recovery options, Georgia Virtual School, offer multiple pathways, Dual Enrollment)	
	Cohort Performance											

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		Actual	Actual	Actual	Actual	Target	Actual	Target	Actual	
Increase the progress toward the state target on the Georgia Milestones Social Studies (grades 3-5)	Increase the weighted percent of students scoring at Developing Learner or above on the Georgia Milestones Social Studies EOG				62.4	63.1		66.5		Benchmarking
	State Performance				58.7					Data Room / Data chats/Data notebooks
	Cohort Performance									
Increase the progress toward the state target on the Georgia Milestones Social Studies (grades 6-8)	Increase the weighted percent of students scoring at Developing Learner or above on the Georgia Milestones Social Studies EOG				53.7	63.1		66.5		Classroom Standards Based Handbook
	State Performance				60.5					Interactive Notebooks
	Cohort Performance									
Increase the progress toward the state target on the Georgia Milestones US History EOC	Increase the weighted percent of students scoring at Developing Learner or above on the Georgia Milestones US History EOC				55.1	64.8		68		
	State Performance				61.6					Recruitment and retention of highly qualified content area teachers
	Cohort Performance									
Increase the progress toward the state target on the Georgia Milestones Economics EOC	Increase the weighted percent of students scoring at Developing Learner or above on the Georgia Milestones Economics EOC				55.6	61.8		65.3		Pacing guides and common assessments
	State Performance				58.3					Professional Learning Centes;r professional development and monitoring
	Cohort Performance									
Increase the percent of students achieving a Lexile measure greater than or equal to level targets on the Georgia Milestones	HIGH				31.08	1250		1250		Integration of literacy strategies cross-curriculum
	State Performance									
	Cohort Performance									
	MIDDLE				62.36	1050		1050		
	State Performance									
	Cohort Performance									
	ELEM 3				46.33	650		650		
	State Performance									
	Cohort Performance									
ELEM 5				64.63	850		850			
State Performance										
Cohort Performance										

STRATEGIC GOAL II  
ENGAGING STUDENTS

Goal	Performance Measure(s)	2012		2013		2014		2015		2016	2016	2017	2017	Initiative(s)
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	
Increase information about effective parenting techniques.	Parent perception satisfaction survey results	3.0	2.8	3.0	2.8	3	3.01	3	3.08					Administer (April) and analyze Parent Survey. Share results with school leadership team and parent council.
Increase the Climate Star Rating at all 11 schools to a minimum of 4 star rating.	CCRPI Indicator					11	11	11	10	11	9	11		
Increase volunteerism at the school level	Public engagement data: volunteers: volunteer hours	17988	22543	23000	18611.75	17988	37164.75	23000	43894	23000	51814			a - Designate school and district level coordinators. b - Annual System wide recognition of volunteers.
Increase promotion of education in Murray County.	Marketing and public relations: Media Documents	700	915	1000	809	PR articles published	536	not collecting data						a - Maintain school specific binders on media stories. b - Encourage schools to publish articles showcasing student and staff achievements and award winning recognitions in local media.
Develop and implement processes that foster communication and common goals at all levels.	Create Parent Involvement Plans to increase activities to promote: parent involvement at all Title I and Title III schools.	11 out of 11 schools	11	11	11	11	11	11	11	11	11	11		a - Conduct yearly State of the School System Address.
Increase Stakeholder Support.	Create Parent Involvement Plans to increase activities to promote: parent involvement at all Title I and Title III schools.	11 out of 11 schools	11	11	11	11	11	11	11	11	11	11		a - Create (Title I & Title III schools) Parent Involvement Plans to increase activities to promote parent involvement at the school level. b - Host annually Murray Goes Back To School. c - Provide ongoing communication through district and school websites.

STRATEGIC GOAL III  
ORGANIZATIONAL EFFECTIVENESS

Goal	Performance Measure(s)	2012		2013		2014		2015		2016		2107		Initiative(s)
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	
Promote system and school level activities in an effort to increase the number of students who feel safe at school	Maintain at 90+ or Increase the percentage of students on Student Safety Survey who respond "yes" to the statement "I feel safe at school."	90+	94	90+	96.4	100	94.2	90	96%	90	94			<ul style="list-style-type: none"> <li>a - Enhance awareness of safety measures taken at each school.</li> <li>b - Practice School Safety procedures/drills.</li> <li>c - Analyze Student Safety Survey and Safe and Drug Free Schools Survey data with Student Council Members.</li> </ul>
Promote 11 of 11 schools being identified by the Georgia Department of Education as being "Operational" with PBIS	11 of 11 schools identified by the Georgia Department of Education: as being "Operational" with PBIS.	11 Schools	7	11	11	11	11	11	11	11	9	11		<ul style="list-style-type: none"> <li>a - Integrate PBIS into daily activities across all settings.</li> <li>b - Utilization of data based decisions to better serve stakeholders.</li> <li>c - Develop creative and engaging acknowledgement/reward systems.</li> <li>d - Enhance collaboration activities with all stakeholders including parents.</li> <li>e - Promote successful behavior outcomes to support academic achievement.</li> </ul>
Promote transportation safety initiatives	Preventable accidents: Number of Accidents	0	1	0	1	0	3	0	2	0	2	0		a - Acquire additional DVD equipment for buses.
	Student Bus Discipline Incidents: Number of Discipline Incidents	<100	602	<500	178	<100		<100	54	<100	75			b - Random viewing of bus tapes throughout school year.
Maintain Accreditation	AdvancEd Accreditation: Meet Accreditation Standards	Met	Met	District AdvancEd Accreditation	Accreditation Approved	Maintain	Met	Maintain	Met	Maintain	Met	Achieve Accreditation Status		a - Provide PBIS training to new and veteran bus drivers.
Promote nutritional lifestyles by Increasing the number of student meals	Free and reduced breakfast participation: Increase breakfast participation	56	61.1	100	61.5	56	57.7	57	58.3	58	58.7	59		<ul style="list-style-type: none"> <li>a - Implement Breakfast Express.</li> <li>b - Provide a variety of daily choices to improve acceptability.</li> </ul>
	Free and reduced lunch participation: Increase Lunch Participation	87.8	89.5	100	89.58	87.8	87.8	87	86.5	86	86.3	86.5		<ul style="list-style-type: none"> <li>a - Provide a menu with variety of daily choices using surveys and test testing to determine student preference.</li> <li>b - Conduct promotions using nutrition education and prizes throughout the school year to increase interest and excitement in the lunchroom.</li> </ul>
Meet Health and sanitation score standards in all areas	Health and sanitation scores: Meet Federal Standards in all Five Areas	5	5	100	100	5	5	5	5	5	5	5		<ul style="list-style-type: none"> <li>a - Plan menus using a combination of recipes to ensure all nutritional standards as set by federal government are met on a daily basis.</li> <li>b - Train staff on food production to ensure planned menus are carried out appropriately to meet standards.</li> </ul>

STRATEGIC GOAL 1V  
LEARNING AND GROWTH

Goals	Performance Measure(s)	2012		2013		2014		2015		2016		2017		Initiative(s)
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	
Increase the use of instructional technology strategies in the classroom by increasing the number of teachers scoring a 3 on the LOTI Survey by 3% over the previous year	Technology Usage Data: Increase No# of Teachers Scoring a 3 or higher on LOTI Survey Score		53%	56%	55%	57	34.8	57	37.8	57	55.6			a - Administer LOTI (Levels of teaching innovation) to measure all teachers' level of teaching innovation.
Improve or maintain staff perception score from survey of Professional Learning Opportunities	Workforce assignments align to needs with individual expertise	2.88	4.16	4.6	4.5	4	4.5	4.5	4.47	discontinued for 2016				a - Align professional learning and training to School and District Strategic Plan.  b - Provide three levels of professional learning: District-wide initiatives, School-wide initiatives and Specific, identified teacher needs.
Build a capacity for leadership within the system by selecting at least 12 participants per year for leadership training	Leadership Capacity: Number trained	12	13	12	13	12	15	12	12	2 year cohort started	2 year cohort started			a - Achieve leadership succession planning through local Nebulus Program.
Implement School level C2G activities.	11 out of 11 schools will implement a minimum of three: C2G Activities at the school level	11 out of 11 schools	11	11 out of 11 schools	11	11	11	11	11	11	11			a - Each school will provide a minimum of three C2G activities.
Recruit highly qualified certified and classified staff.	Ardith collect numbers	100	100	100	100	100	100	100	100	100	100			a - Provide a comprehensive benefits package for employees.
Retain highly qualified certified and classified staff.	High quality job-embedded professional training: training opportunities (certified and classified staff)	Variety of Classes Offered	Variety of Classes Offered (582 PL)	582 or more		Variety of Classes Offered	162	Variety of classes offered	1254	variety of classes offered	1254			a - Provide high quality, research-based professional classes.  b - Administer SAI Survey to teachers in May of each school year.
Provide leaders with high quality professional learning.	Track the number of Executive/District Team meetings 8					8	10	8	8	8	8			a - Provide professional learning opportunities through District Leadership Team meetings.

FISCAL ACCOUNTABILITY

Goals	Performance Measure(s)	2012		2013		2014		2015		2016		2017		Initiative(s)
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	
Strengthen stewardship by ensuring efficient and effective fiscal administrative processes.	Manage fiscal resources effectively & efficiently to achieve strategic plan objectives		Met	Meet Approved Instructional Expenditures	Met	100	Actual expenditures totaled 96.79% of general fund budget	100	Actual expenditures totaled 95.93% of general fund budget	100	Actual expenditures totaled 95.93% of general fund budget	100		a - Monthly financial reports to Board of Education during regularly scheduled meetings.
	Audit Results	Clean opinion	Met	Clear Audit	Met	Clean opinion	Met	clean opinion	Met	clean opinion		clean opinion		b - Meet approved instructional expenditures.
	Budget Transparency		Monthly Reports Given	Monthly Reports to BOE during regularly scheduled meeting	Met	Monthly Reports to BOE during regularly scheduled meeting	Met	Monthly Reports to BOE during regularly scheduled meeting	Met	Monthly Reports to BOE during regularly scheduled meeting	Met	Monthly Reports to BOE during regularly scheduled meeting	Monthly Reports to BOE during regularly scheduled meeting	