

Student Achievement

Human Resources

Community Collaboration

Fiscal Responsibility



Marietta
city schools

2020-2023
Strategic Plan







History of Marietta City Schools

With an enrollment of 377 white students and 356 black students, housed in segregated schools, Marietta children attended their first day of classes in the city's new free and public school system on September 5, 1892. It was the culmination of years of work by the citizens of the city, who since the 1830s, had operated church and private schools to educate male and female students of all races. For 128 years, the students and alumni of Marietta City Schools (MCS) have maintained a tradition of academic excellence, athletic prowess, artistic accomplishment, and diversity of culture and thought.

Throughout the early and mid-1900s MCS developed a reputation as a district that provided a superb classical education for its students. Tremendous student growth led to the establishment of a strong Parent Teacher Association (1917), the opening of the city's first public high school for African-American students, Lemon Street (1930), the building of daycare facilities to meet the needs of working mothers (1944), and the opening of six new schools in the 1950s. Public school integration came to Marietta in 1964 when two students of color applied to attend the city's all-white high school, with the full desegregation of Marietta High taking place in the fall of 1967.

Like their peers throughout the country, MCS students tested authority during the 1970s, organizing protests and pushing back against newly written rules and dress codes. At the same time the district continued to thrive, becoming a school district of choice while adding courses in industrial arts, construction, transportation, and vocational education. By the 1980s, special education and support staff for subjects such as music and art were expanded, and a transportation system was established.

In 1995 Marietta High received its IB World School certification, and in 2008 Marietta City Schools became one of Georgia's first Charter Systems. An early learning center offering pre-kindergarten classes was developed in 2018, and 2019 saw the opening of one of Georgia's premier College and Career Academies. The MCS charter system currently includes twelve schools: one early learning center, seven K-5 elementary schools, one grades 3-5 elementary magnet school, one sixth grade academy, one middle school, and one high school.

MCS strives to provide a world-class education for more than 8,500 students while maintaining and celebrating 128 years of tradition.

TABLE OF CONTENTS

HISTORY OF MARIETTA CITY SCHOOLS – 3

ENVIRONMENTAL AND ORGANIZATIONAL ASSESSMENT – 4

OUR PROCESS
OUR STRENGTHS
OPPORTUNITIES FOR GROWTH

VISION, MISSION, AND BELIEFS – 6

STRATEGIC PLAN OVERVIEW – 7

STUDENT ACHIEVEMENT
HUMAN RESOURCES
COMMUNITY COLLABORATION
FISCAL RESPONSIBILITY

GOALS AND METRICS– 8

NEXT STEPS – 13

BOARD OF EDUCATION - 14

Our Process

MCS engages in ongoing environmental and organizational assessments in order to identify strengths and opportunities for growth. These collaborative efforts provide valuable information reflected in our district strategic plan.

July 2017 – November 2020

COLLABORATIVE WORK SESSIONS

- MCS Cabinet & Board Retreats
- Superintendent Look, Listen, & Learn Tours
- Cultural Fluency Training

ADVISORY GROUPS

- African-American
- Latinx
- Students with Disabilities
- Teachers of the Year

STAKEHOLDER ENGAGEMENT

- District Partners
- Family Town Halls
- Staff Meetings
- New Teachers
- PTA/PTSA
- School Governance Team/School Governing Board

MCS SURVEYS

- Families
- Staff
- Students



Our Strengths

- Stakeholders acknowledge and value the sense of family, tradition, and pride that exists in the Marietta community.
- Marietta City Schools has been at the forefront of the charter movement, serving as a visionary for how to leverage charter flexibility and innovation to positively impact the student experience.
- We are incredibly fortunate to have such knowledgeable, committed, and passionate educators serving our children; our stakeholders overwhelmingly acknowledge their contribution to our district's level of excellence.
- The district has made a long-term commitment to supporting STEM education and the International Baccalaureate Programme across all levels.
- Marietta City Schools is a leader in Georgia and the nation by working with the GMAP Consortium and NWEA to create a new through-year assessment to replace the Georgia Milestones Assessment System.
- Our schools continue to be recognized for excellence, including MCAA as a National Blue Ribbon School, and both MSGA and MHS as GASSP Breakout Schools.
- The long-term fiscal approach by the Board of Education has prioritized staff compensation and resources for local schools; this philosophy has allowed Marietta City Schools to be competitive among regional school districts.

Opportunities for Growth

- Continued awareness of and responsiveness to external factors and trends that help students and families remove barriers that negatively impact student success
- Fidelity and accessibility for all students to STEM and International Baccalaureate learning opportunities and experiences
- Increasing support for and awareness of early learning and kindergarten readiness as the foundation for PreK-12 success
- Enhanced focus on the art and science of teaching and less on standardized assessments
- A more engaging curriculum and learning environment with instruction that connects student learning to the real world
- Addressing educators' requests for increased collaboration to further develop individualized approaches to teaching and learning
- Improving and increasing family and community collaboration to support student achievement

VISION, MISSION, AND BELIEFS

DISCOVER



VISION

Our vision is for all students to learn to their fullest potential.

MISSION

In partnership with families and the community, our mission is to prepare each student to maximize career, college, and life opportunities.



BELIEFS

- Education is the key to a successful future.
- All students and staff deserve safe, welcoming and affirming spaces, regardless of race, ethnicity, gender, religion, sexual identity or orientation, ability or disability, country of origin, or any other identity category or characteristics.
- Each member of the school community has responsibility for working towards achievement of the district's vision.
- Caring and trusting relationships among students and adults in schools are vital to supporting the whole child.
- A highly effective and innovative staff is essential to student learning.
- Safe, inviting, well-maintained schools are essential for teaching and learning.
- Education is enhanced through access to technological resources, personalized learning environments, and quality facilities.

STRATEGIC PLAN OVERVIEW



STUDENT ACHIEVEMENT

Prepare every student for college and career success



HUMAN RESOURCES

Recruit and retain effective teachers and staff who meet the district's diverse needs



COMMUNITY COLLABORATION

Increase engagement across the district and throughout the community



FISCAL RESPONSIBILITY

Establish fiscal processes that align to the needs of students and staff

Objectives: What are our priorities?

Literacy & Math

MCS will increase kindergarten readiness and percentage of 3rd-8th grade students performing on grade level

Recruitment

MCS will recruit diverse teachers and staff

Community Engagement

Strengthen the district's reputation, grow relationships, and increase resources

Budget

MCS will establish a fiscally responsible and balanced annual budget

College and Career Opportunities

MCS will expand college and career opportunities and increase student participation in advanced courses

Retention

MCS will increase staff retention

Family Engagement

MCS will increase the degree of family engagement in student learning

Fiscal Responsibility

MCS will implement proactive measures to align fiscal resources to student priorities

High School Graduation

MCS will increase percentage of students graduating on time

Compensation

MCS will establish a competitive compensation structure

School Governance

MCS will increase the engagement of school governance teams

Communication

MCS will communicate budget process, priorities, and timeline to all stakeholders

Strategies: How will we accomplish our priorities?

Literacy & Math

MCS will implement programs in literacy and math to support student achievement

Selection

MCS will develop relationships with targeted colleges, universities, and professional associations, designing tools to identify top candidates

Partnerships

MCS will work with businesses, organizations, individuals, and foundations to build mutually beneficial partnerships

Collaborative Budget Process

MCS will engage stakeholders in budget development process

College and Career Academy

MCS will expand partnerships with post-secondary institutions, educational agencies, and local businesses

Employee Engagement

MCS will leverage employee engagement feedback to improve and increase the support systems that affect job satisfaction

Communication

MCS will improve home/school communications and processes to engage families in PreK-12 matriculation

Fiscal Responsibility

MCS will seek opportunities to increase grant support, through both governmental agencies and private philanthropy

Personalized Learning

MCS will increase flexibility and support for credit acquisition and recovery

Competitive Compensation

MCS will identify and address compensation gaps for key personnel and implement a comprehensive employee benefit plan

Governance Standards & Assessments

MCS will create new protocols to improve collaboration

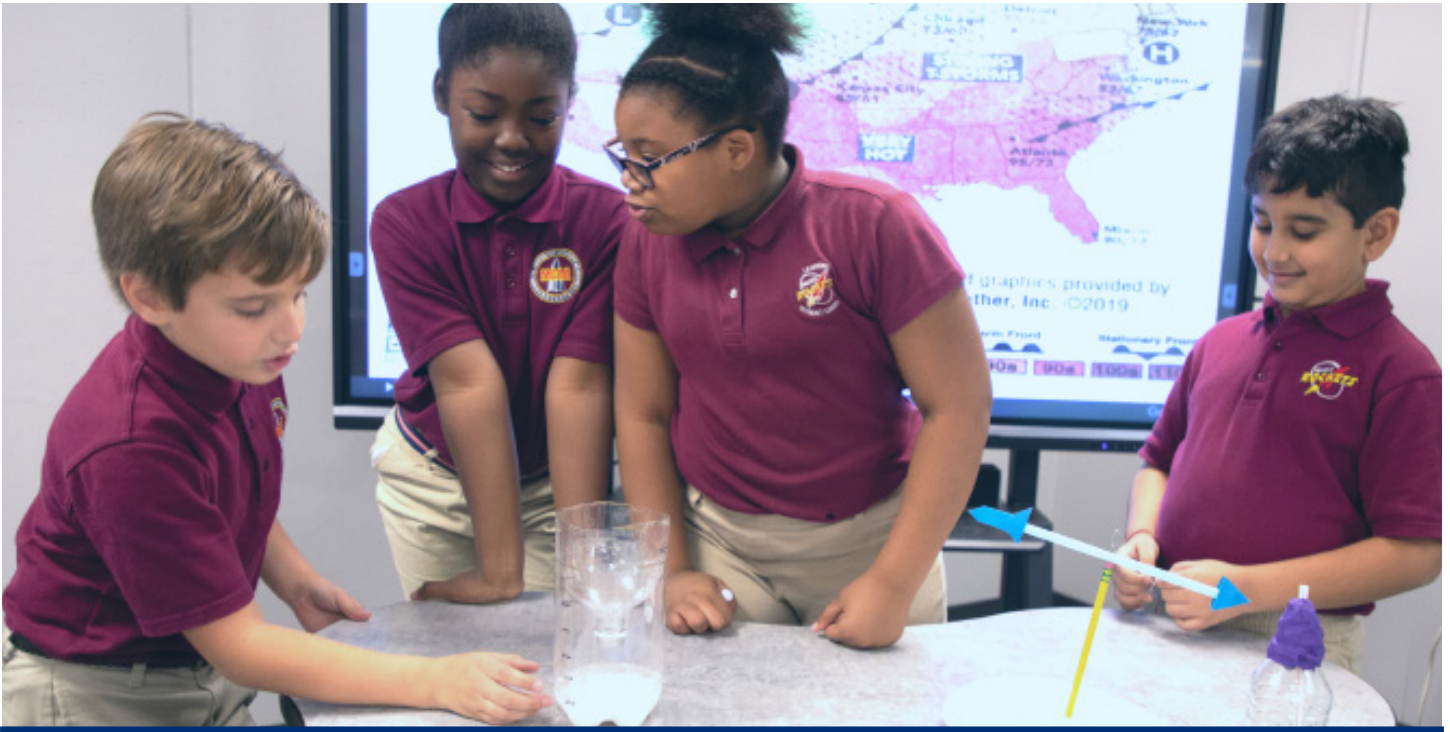
Timeline

MCS will develop timeline for budget development and communication protocols

Goal: 1

STUDENT ACHIEVEMENT

Prepare every student for college and career success.



METRICS ELEMENTARY/SECONDARY

- EXPAND COMPREHENSIVE SERVICES OFFERED TO FAMILIES THROUGH THE EMILY LEMBECK EARLY LEARNING CENTER
- INCREASE NUMBER OF 3RD-8TH GRADE STUDENTS SCORING PROFICIENT AND DISTINGUISHED ON ENGLISH LANGUAGE ARTS AND MATH END OF GRADE ASSESSMENT (EOG)
- INCREASE PERCENTAGE OF STUDENTS MEETING MEASURE OF ACADEMIC PROGRESS (MAP) PROJECTED GROWTH PERCENTILES

STUDENT ACHIEVEMENT

Prepare every student for college and career success.



METRICS SECONDARY

- INCREASE NUMBER OF STUDENTS PARTICIPATING IN ADVANCED COURSES AND EXTERNAL CAREER-RELATED PARTNERSHIPS
- INCREASE ACT AND SAT SCORES
- INCREASE HIGH SCHOOL GRADUATION RATE
- INCREASE PERCENTAGE OF STUDENTS PASSING ALL END OF COURSE ASSESSMENTS (EOC)

Goal: 2

HUMAN RESOURCES

Recruit and retain effective teachers and staff who meet the district's diverse needs.



METRICS

- STAFF ALL TEACHING POSITIONS BY THE FIRST DAY OF SCHOOL
- INCREASE CANDIDATE POOL FOR HARD-TO-STAFF POSITIONS
- DECREASE THE PERCENTAGE OF ATTRITION IN KEY FUNCTIONS OF THE DISTRICT
- ANNUAL INCREASE IN STAFF SATISFACTION AS MEASURED BY EMPLOYEE ENGAGEMENT FEEDBACK
- IMPROVE EMPLOYEE COMPENSATION/BENEFIT MODEL

Goal: 3

COMMUNITY COLLABORATION

Increase engagement across the district and throughout the community



METRICS

- IDENTIFY AND CULTIVATE NEW COMMUNITY PARTNERS THAT WILL ALLOW US TO BETTER SERVE OUR STUDENTS AND STAFF, WHILE STEWARDING AND STRENGTHENING EXISTING RELATIONSHIPS
- INCREASE EFFECTIVENESS OF FAMILY ENGAGEMENT WITH SCHOOL-TO-HOME COMMUNICATION
- IMPLEMENT EVENTS, PROGRAMS, AND ACTIVITIES THAT PROMOTE STRONGER ENGAGEMENT ACROSS CONSTITUENCIES
- ENGAGE SCHOOL GOVERNANCE TEAM IN CRITICAL DISTRICT INITIATIVES AND DECISION-MAKING

Goal: 4

FISCAL RESPONSIBILITY

Establish fiscal processes that align to the needs of students and staff.



METRICS

- COMPLETION OF APPROPRIATE BUDGET PROCESSES AT PREDETERMINED INTERVALS
- INCREASE EVIDENCE OF COLLABORATIVE PROCESSES WITH BOARD AND DISTRICT LEADERSHIP BUDGET DEVELOPMENT
- INCREASE FINANCIAL PARTNERSHIPS THAT SUPPORT DISTRICT PROGRAMS AND INITIATIVES
- PRODUCE AND MAINTAIN TIMELINES TO PROVIDE BOARD AND COMMUNITY WITH CURRENT AND ACCURATE INFORMATION



The **Marietta City Schools** strategic plan reflects the district's focus on continuous quality improvement and commitment to effective implementation, execution, and monitoring. Consistent engagement on every level of district processes and programs will result in updates and adjustments, which will be included in future versions of this document. Additionally, stakeholders can expect our district to leverage existing processes and resources to maximize student learning and maintain the highest levels of transparency and feedback through:

IMPACT CHECKS/LOOK, LISTEN & LEARN TOURS - meetings held throughout the year with the Board of Education, principals, local school leadership teams, and cabinet to maintain alignment of personnel, resources, support, and accountability to district and school priorities.

COMMUNITY COLLABORATION - the Board of Education and district leadership have made it a priority to foster positive relationships with stakeholders. Efforts will be made to continue meetings that facilitate feedback and collaboration. Such meetings include but are not limited to Board of Education community forums, small-group meetings with the superintendent and school and support staff, faith-based partnerships, legislative forums, advisory groups, and family meetings.

SHARED GOVERNANCE - the Board of Education believes family and community governance are critical to the success of students and schools. The establishment of the School Governance Team (SGT) at each school serves to foster collaboration and brings families and the community together to actively engage in school improvement. The SGT is entrusted with the responsibility of providing input, making recommendations, and rendering decisions regarding various aspects of the instructional program of the school and the school's operational scheme.

BOARD OF EDUCATION

Marietta City Schools



The Board of Education of the City of Marietta

From left to right: Jason Waters (Ward Two), Kerry Minervini, Vice Chair (Ward Six), Irene Berens (Ward Seven), Allison Gruehn (Ward Four), Jeff DeJarnett* (Ward One), Angela Orange, Chair (Ward Five), Randy Weiner (Ward Three)

*not pictured

VISION

Our vision is for all students to learn to their fullest potential.

MISSION

In partnership with families and the community, our mission is to prepare each student to maximize career, college, and life opportunities.



250 Howard Street
Marietta, Georgia 30060