

**OFFICE OF CHIEF ACADEMIC OFFICER**  
**Summary of State Board of Education Agenda Items**  
**June 16, 2022**

**OFFICE OF SECONDARY EDUCATION**

02. Action: Approval of School of Innovation status for the Mississippi School of the Arts and the Mississippi School for Mathematics and Science [Goal 2 – MBE Strategic Plan]

Background Information: State Board Policy Chapter 28, Rule 28.7, establishes the process and procedures for Districts and Schools of Innovation. Innovative programs are designed to increase the number of students who are college- and career-ready; reduce the number of students that exit high school in need of remediation; motivate students by expanding curriculum choices and learning opportunities; reduce achievement gaps by expanding learning experiences for students; and increase participation of subgroups of students.

A School of Innovation, independent of a designated District of Innovation, is defined as a school that voluntarily participates in a School of Innovation plan to improve instruction for one school in the district.

The Mississippi School of the Arts (MSA) was established by legislation in 1999. MSA is a statewide residential school that provides advanced programs of study in music, theatre, visual arts, dance, literacy arts, and media arts for artistically gifted eleventh and twelfth grade students. The Arts Schools Network Board of Directors has designated MSA an Exemplary School in recognition of its commitment to excellence. The five-year designation is awarded for 2022-2027.

The Mississippi School for Mathematics and Science (MSMS) was approved during the 1987 legislative session. Mississippi was the fourth state in the nation to create a public, residential school focused on an immersive mathematics and science curriculum. MSMS is a prestigious, public high school specifically designed for academically gifted and talented students from across the state. Niche recognized MSMS multiple years as one of the top high schools in the Nation.

Recommendation: Approval

Back-up material attached

# mississippi school of the arts

i m a g i n e c r e a t e R E A L I Z E

May 6, 2022

Dr. Kim Benton, Chief Academic Officer  
Mississippi Department of Education  
PO Box 771  
Jackson, MS 39205-0771

Dear Dr. Benton,

The Mississippi School of the Arts (MSA) submits for your consideration a request for designation as a School of Innovation for the state of Mississippi. The mission of Schools of Innovation is to better prepare students for success in life and work by allowing districts flexibility in structure and implementation for requisite success. As a special school for Mississippi, MSA offers rigorous programs of study for eleventh and twelfth graders in six arts disciplines – dance, film, creative writing, theatre, visual art, and vocal music. It could be said that MSA was one of the first Schools of Innovation for our state.

MSA's mission is to provide a challenging academic and arts education for artistically gifted Mississippi students in a residential learning environment that promotes honor, integrity, service, and life-long learning. Our structure is unlike most any school in Mississippi and around the country. As a residential high school, we have a unique ability to create an environment to lead students toward career readiness and create self-responsibility for our graduates. Our college attendance rate is 95-99% annually. Our ACT score is among the top three in the state each year. Further, our students come to MSA as average students with a 2.5 GPA or better and the potential for greatness. The growth in our students is substantial and many of our programs serve as models for the rest of the state.

I appreciate the consideration for designating MSA as a School of Innovation. We are very honored to possibly receive the recognition from the Mississippi Department of Education. If you have further needs, contact me at [Suzanne.hirsch@msabrookhaven.org](mailto:Suzanne.hirsch@msabrookhaven.org) or 601-823-1300.

Thank you,



Suzanne Hirsch, Ed.D.  
Executive Director

# Strategic Plan

## 2022-2025



mississippi**SCHOOL**  
of the **ARTS**

*imagine. create. realize.*



Wyatt Waters

## ***Vision***

At the Mississippi School of the Arts, we envision a challenging, dynamic, supportive community of diverse learners where artists imagine, create, and realize a better world in which to live and work.



# Mission

To provide a challenging academic and arts education for artistically gifted Mississippi students in a residential learning environment that promotes honor, integrity, service, and life-long learning.



Art by Hailee Fourcade

## Values

MSA believes in cultivating the whole child through:

- ♦ Cultivating a safe and stable environment that encourages opportunity.
- ♦ Remaining process and goal-oriented based upon standards and achievement.
- ♦ Cultivating a diverse culture of learning, responsibility, service, and creativity.
- ♦ Cultivating shared ownership within our community and state.
- ♦ Empowering all staff and students to make a positive impact in their environment.
- ♦ Demonstrating caring while creating a family-oriented school.

# We Rise, We Fly, We Shine!

## Long Term Goals

- A) Complete Campus
- B) 7 Disciplines
- C) Engagement Programs
- D) Resident Artist Program
- E) Increased Self-sufficiency
- F) Exemplary Arts School Designation



### GOALS

- A) By 2027, MSA will have a **complete campus** with fully functioning buildings including: a dormitory housing 300, Cooper Hall, Enochs Hall, Elizabeth Cottage, Johnson Institute, Lamp-ton Auditorium, and Y-Hut.
- B) By 2027, MSA will have **seven disciplines** of study – Dance, Instrumental Music, Literary Arts, Media Arts, Theatre, Visual Arts, and Vocal Music.
- C) By 2025, MSA will have **engagement programs** that serve state youth through summer camps, touring programs, and activities.
- D) By 2025, MSA will have an in-depth **resident artist program** to offer an opportunity for professionals to imagine, create, and realize while educating students.
- E) By 2025, MSA will have **increased self-sufficiency** to elevate and sustain MSA programming.
- F) By 2023, MSA will receive renewed as an **Exemplary Arts School Designation** by the Arts School Network.

On the following pages, MSA departments have established purpose statements, short/long term objectives, and actions to accomplish these long term goals by the year 2027. Budgetary requirements are to be considered detrimental in fulfillment of these goals. The operating budget and grant funding are secured each year with legislative action. Implications and timelines may shift based upon funding and staffing. Responsibilities for the actions and timelines are established annually through planning meetings in each department with the administration. An annual review of this document is conducted to modify and adjust based upon realities of budgetary and human resources.

# ACADEMICS

## Purpose Statement, Short, and Long Term Objectives and Actions

**MSA Academics aims to educate students in academics and arts to prepare for their careers and opportunities beyond graduation.**

### Short Term Objectives and Actions

- A. Create and maintain high expectations for all stakeholders
  - 1. Quantify feedback from competitions, post graduation statistics, surveys, testing, and student growth in 2022-23
  - 2. Implement continuity and consistency in utilization of higher order thinking processes – experiential learning, critical response process, and the creative process each year
  - 3. Evaluate curriculum and content needs to remain relevant, in compliance, and prepare students for next steps after graduation utilizing student growth in pre/post data sources each year
  - 4. Reflect, Evaluate, Analyze, and Implement strategies as needed for relevant instruction, technology, and learning each year
  - 5. Create systematic remediation measures for students in 2022-23
- B. Cultivate an environment that inspires all to strive for greatness
  - 1. Implement community activities to celebrate the campus in 2022-23
  - 2. Assist all stakeholders in their pursuits toward improvement— student learning; parental involvement; and professional development each year
  - 3. Maintain and implement high quality instruction that is current industry standard in each content area each year
  - 4. Create research opportunities for arts education and professional development across the state in 2023-24
- C. Improve attendance, timeliness, commitment of faculty/students
  - 1. Implement fair and consistent accountability measures for staff in 2022-2023
  - 2. Implement Attendance plan for student absenteeism each year
  - 3. Improve professional development to increase collaboration and effective instruction each year
  - 4. Implement peer teaching and sharing opportunities in 2023-24
  - 5. Attend conferences and sharing among colleagues in 2023-24
  - 6. Collaborate with university partners in 2024-25
- D. Improve advocacy, equity, and social awareness in programming and operations
  - 1. Implement task force meetings, plans, and activities each year
  - 2. Continue Diversity Club meetings and activities each year
  - 3. Implement Seminars each year
  - 4. Implement relevant professional development each year
  - 5. Revise hiring and recruitment practices as needed for greater diversity in 2022-23
- E. Continuous effective communication strategies with stakeholders
  - 1. Hold community activities each year
  - 2. Increase parental involvement each year
  - 3. Improve student communications each year
  - 4. Improve staff communications each year
  - 5. Improve and better utilize social media and website each year



### Long Term Objectives

- A. Increase full time staff for all programs by 2027
- B. Increase space for arts and academic programming by 2027
- C. Add Instrumental Music program of study by 2027
- D. Increase partnership with a higher education institution for degree options by 2025
- E. Expand the guest artist program with in-depth residencies by 2025
- F. Succession planning by 2025

Budget Implications—Adding programs and staff will be a large increase and contingent upon the legislature. Estimated need \$400,000 annually.

Staff Implications—Many of the short term objectives will not require more people, just a reallocation of duties to improve functionality.



# RESIDENCE LIFE

## Purpose Statement, Short, and Long Term Objectives and Actions

**MSA Residence Life aims to create an atmosphere of support for students where personal growth, life skills, and academic learning are enhanced through daily attention to physical, emotional, and mental health needs of the students.**

### Short Term Objectives

- A. Create avenues of simple and effective communication between students and residence life staff each year
- B. Create and encourage activities for students that will provide laughter, positivity, independent thought, physical health and leadership skills each year
- C. Provide improved spaces of the Student Life Center where students can relax and spend casual time together each year
- D. Create an inclusive, diverse environment that promotes acceptance, compassion, and openness among students and staff each year
- E. Succession planning in 2022-23

### Actions for Objectives

Create better use of physical space to create means of communication through television, computers, bulletin boards, etc. in 2022-23

Increase daily interactions with students and staff with “check in” opportunities each year

Increase weekly interactions with staff to staff “check in” opportunities each year

Survey students for what they would enjoy doing that is connected to their culture, life, or friends and implement as much as possible each year and create a committee that meets monthly in 2022-23

Increase communication efforts with families beyond disciplinary issues in 2022-23

Evaluate hiring and recruitment practices to increase diversity among students and staff in 2022-23

Increase weekend activities that have character education embedded in 2022-23

Increase physical activities available on campus during down time in 2023-24

Increase frequency of weekend activities with experiences for all types of students in 2023-24

Create opportunities to work in underserved areas through tours, visits to other communities for events, or volunteerism in 2023-24

Identify professional development opportunities for on campus and off campus participation for staff in 2023-24

### Long Term Objectives

- A. Create collaborative efforts campus wide that develop transparency, trust, and commitment between students, staff, and student families by 2025
- B. Increase professional development opportunities for Residence Life staff for growth, effectiveness, and inspiration that creates an ownership in the mission of MSA and a desire to be at the “top of their game” individually by 2025

**Budget Implications**—Create a budget for activities (\$5000 annually); \$100,000 to replace the antiquated furniture; \$50,000 to support a student affairs/diversity liaison.

**Staff Implications**—Identifying strengths and weaknesses of each staff member to engage them in the proper placement with the planning in 2022-23.



# Food Service

## Purpose Statement, Short, and Long Term Objectives

**Food Services aim to provide safe, nutritious foods to all students, staff and guests in an enjoyable atmosphere.**

### Short Term Objectives

- A. Equipment and HVAC updates in the kitchen in 2023-24
- B. Update and educate staff on HAACP, Customer Service, and USDA guidelines each year
- C. Create a more inviting atmosphere in the service area in 2023-24
- D. Increase full time staffing and pay for employees in 2023-24

### Long Term Objectives

- A. Create a family feeling at meal times with consistent staff involvement and student activities (i.e. Cooking workshops) by 2025
- B. Offer community meal times on nights and weekends by 2025
- C. Succession planning by 2023

Budget Implications—\$30,000 for equipment and HVAC needs; \$75,000 for 2 additional full time service workers and an increase in pay for the current staff.

# Security, Maintenance, Transportation

## Purpose Statement, Short, and Long Term Objectives

**Safety, Maintenance and Transportation aims to provide a safe and clean environment with accessible and stable transportation for students, staff and the community**

### Short Term Objectives

- A. Create ongoing professional development plan for security, staff, and students on policy and procedures with an emphasis on crisis management each year
- B. Conduct daily walk through of campus to provide preventative maintenance and daily updates on necessary issues each year
- C. Increase staffing and functionality in 2022-23
- D. Train Director as a School Resource Officer through the Mississippi Department of Education in 2022-23
- E. Honor campus preservation through timely repairs and accurate renovations each year
- F. Convert entire campus to LED lighting for efficiency in 2022-23
- G. Conduct a repair and renovation of all existing facilities for continued long term functionality in 2023-24
- H. Relocate security to the front of the Student Life Center for better observation and control in 2023-24

### Long Term Objectives

- A. Complete of all remaining facilities and new construction as planned for the campus by 2027
- B. Gain adequate staffing for school and departmental needs by 2025
- C. Create storage alternatives for campus needs by 2027
- D. Succession planning by 2024



Budget Implications—\$1,000,000 needed for estimated repairs, construction (beyond major building projects), increased staffing, and staff training.



# Wellness

## Purpose Statement, Short, and Long Term Objectives

**MSA Health Center aims to provide holistic education and care for the physical and mental well being of students.**

### Short Term Objectives

- A. Continuous education for staff regarding needs of the students
- B. Provide health screening, immunization monitoring, and communicable disease control for the campus each year
- C. Promote healthy habits among students and staff **each year**
- D. Promote resources available in the community and state for the best healthcare possible each year
- E. Succession planning by 2023

### Long Term Objectives

- A. Create a campus wide expansion of health education for the student body to encourage healthy living, healthy habits, and general well being for a long life by 2025
- B. Create a parental education program for healthy living by 2025

Budget Implications—Additional funds for staffing to offer classes and workshops.

Staff implications—curriculum planning and planning needs for proactive health education .

# Technology

## Purpose Statement, Short, and Long Term Objectives

**MSA Technology aims to provide new and exciting technical resources to maintain integrity and expand the human mind in academics and the arts.**

### Short Term Objectives

- A. Continue to upgrade technology resources and equipment on cycle aligned with industry standard each year
- B. Create professional development opportunities with video lessons each year
- C. Continue experimentation for the use of technology in the arts programming each year
- D. Succession planning in 2022-23

### Long Term Objectives

- A. Expand department personnel to provide specialized services by 2025
- B. On-Campus professional development with guest presenters and agencies in 2025
- C. Conduct impact research and publish findings of case studies by 2027
- D. Track students' usage of technology while in college/workforce by 2027
- E. Continue to request funding for technology and personnel support each year

Budget Implications—\$100,000 annually to accomplish goals with upgrades and equipment. \$100,000 annually to increase department personnel.

Staff Implications—Assistance for installation and upgrades through vendors or additional staff.

# Advancement

## Purpose Statement, Short, and Long Term Objectives

**Advancement aims to increase visibility, funding, and recruitment of students.**

### Short Term Objectives

- A. Continue to pursue new innovative ways to recruit students and supporters and a schoolwide marketing plan
  - 1. MSA Arts Contest each year
  - 2. Engagement with youth programs statewide in 2023-24
  - 3. Social Media each year
  - 4. Purchase social media ads in 2022-23
  - 5. More online and virtual presence in 2022-23
  - 6. Alumni involvement each year
  - 7. Public Relations, Stories and News Releases each year
  - 8. Touring/field trips/Connect events each year
- B. Enhance public perceptions and knowledge of MSA
  - 1. Better positive communication – internally and externally in 2022-23
  - 2. Help build comradery among employees and departments each year
  - 3. Highlighting strengths each year
  - 4. Build relationships statewide each year
  - 5. Engagement with youth programs statewide each year
  - 6. Visibility to show MSA’s best to the state audience in 2022-23
  - 7. Increase opportunities to recruit a more diverse population in 2022-23
- C. Create and implement funds development strategies toward better functionality, more programming, and enhanced operations in 2022-23



Keeley McColley-Schmidt



### Long Term Objectives

- A. Succession planning by 2025
- B. Create in-depth development program with consistent events and grants requests each year by 2025
- C. Enhance and increase engagement programming
  - 1. MSA Summer Camp increase days or weeks by 2025
  - 2. Add a “Day Camp” option for younger campers by 2026
  - 3. Develop a Beginners and Advanced program for repeat campers and 10<sup>th</sup> graders by 2026
  - 4. Create a touring program by 2026
  - 5. Create community classes and/or workshops by 2027

Budget Implications—\$10,000 marketing costs

Staff Implications—Hire a foundation liaison for fund-raising to increase funding

# Operations

## Purpose Statement, Short, and Long Term Objectives

**MSA internal functionality will be streamlined and foundationally sound as evidenced by best practices research, cross-training, accountability, and communication systems.**

### Short Term Objectives

- A. Create sustainability and diversity plans for the campus in hiring, recruitment, and retention of staff and students in 2022-23
- B. Implement programs for internal participation designed to build and maintain high morale and an understanding of the arts in 2023-24
- C. Provide a professional, safe, and courteous environment for all constituents each year
- D. Maintain best practices and in compliance with all state and federal guidelines and law each year
- E. Diversify and delegate operational activity to allow for better workloads and time management in 2022-23
- F. Enhance community relations and communication with external stakeholders regarding the school in 2022-23
- G. Annual compliance with audits and regulations for operations and budgetary functionality each year
- H. Enhance relationship with the State Board of Education and better inform of activities and functionality of the school each year
- I. Continue accountability and internal evaluation for greater functionality in 2023-24
- J. Enhance relationship with legislature and increase funding to build capacity each year
- K. Succession plans in leadership positions in 2022-23

Budget Implications—\$750,000 needed to greatest optimal budget and functionality

Staff Implications—Add 3 positions to assist with operations, diversity/inclusion, and fund development

### Long Term Objectives

- A. Increase staffing to operate as a central office to the school district by 2025
- B. Succession plans in all departments by 2025





## Document Foundation

This document is based in evaluation of previous strategic planning documents and formal staff meetings/ planning from MSA staff and students. Source materials for the basis of this document include: The Mississippi Department of Education Accountability Standards, Code of Ethics and Conduct, State Personnel Board Personnel Development System, written surveys of students/faculty/staff, staff retreats and meetings (April - December 2021), teacher evaluation meetings, and overall community feedback are the foundation of this document. It is the belief of MSA administration that the fundamental changes and steps prescribed in this document will aide in the growth of the Mississippi School of the Arts and increase recognition for excellence in arts education within the state, region, and nation.

## Data Sources

Measuring strengths, weaknesses, opportunities, and threats in each department was the driving force in creating this document. Student achievement data sources currently are STAR reading, attendance rates, ACT scores, disciplinary referrals, community response, student and staff demographics which are analyzed annually and throughout the year as needed.

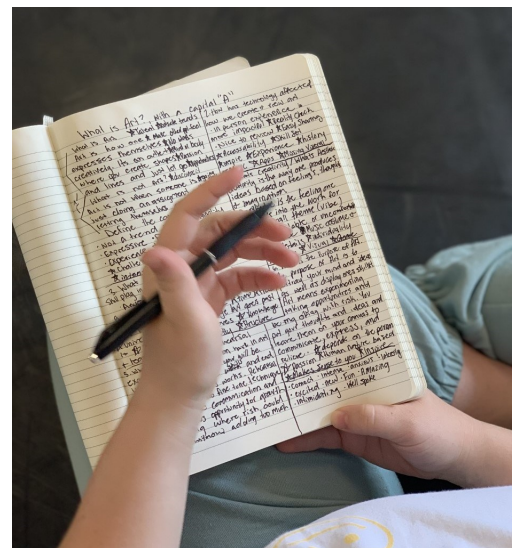
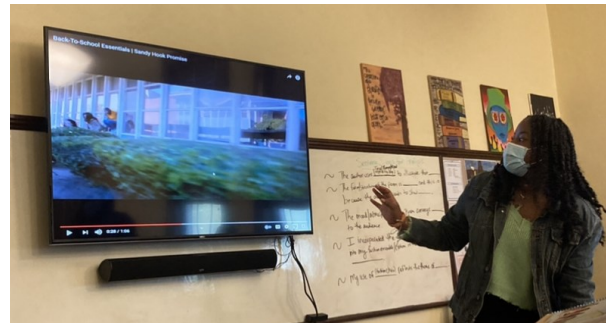
## Timeline

This document will be utilized as a guiding plan for the Mississippi School of the Arts for three years with the long term objectives and action steps for five years. It is anticipated that all (short term and long term) items will be worked upon by the staff consistently with annual reviews and adjustments as necessary.

## Conclusion

It is believed that with these identified areas of improvement consistently approached by all MSA employees, MSA will be positively impacted. The input from all areas of campus has identified the greatest areas of need. The long term goals will be kept in mind with the formation of all short term goals in departmental annual retreats. This plan will be submitted for review/comment to the Mississippi Department of Education.

*Document Photos by Patrick Brown, Tammy Stanford, Tobie Lambert, Suzanne Hirsch, and MSA Staff*







THE MISSISSIPPI SCHOOL FOR  
**MATHEMATICS & SCIENCE**

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Lea Johnson, Ph.D., Bureau Director  
Office of Professional Development and Innovative Programs  
Mississippi Department of Education

Dr. Johnson,

When I read the recent announcement about the latest Districts/Schools of Innovation, I began reading more about the program and noticed that the Mississippi School for Mathematics and Science's charter was to do the very thing this program addresses. I would go so far as to suggest that MSMS was actually the State's first "School of Innovation." I would, therefore, like to request that MSMS be officially granted that status and recognized by the State Board of Education as a School of Innovation.

I am sending you a copy of our 2021 – 2022 Plan for Continuous School Improvement to show how we routinely collect and evaluate data to ensure our students are receiving the best educational experience possible. Please let me know if there is anything else I can provide to assist you with evaluating our request.

Sincerely,

Rickey K. Smith  
Interim Executive Director



# THE MISSISSIPPI SCHOOL FOR MATHEMATICS AND SCIENCE

2021-2022 PLAN FOR CONTINUOUS SCHOOL IMPROVEMENT

## GOALS AND OBJECTIVES:

### STUDENT ACHIEVEMENT & SUPPORT FOR LEARNING

#### *Goal 1: Increase student achievement and readiness for post-secondary pursuits.*

Objective	Timeline	Responsibility	Measurement
1.1 Maintain 10 % of seniors who earn National Merit Semifinalist status	Annually	<ul style="list-style-type: none"> <li>• Director for Academic Affairs</li> <li>• Faculty</li> <li>• Counselors</li> <li>• Recruiters</li> </ul>	<ul style="list-style-type: none"> <li>• Percentage of National Merit/Achievement Semifinalists (<b>graph</b>)</li> </ul>
1.2 Decrease the achievement gap across all subgroups on subscores of the ACT by 5% over a 5-year period.	By May, 2022	<ul style="list-style-type: none"> <li>• Director for Academic Affairs</li> <li>• Faculty</li> <li>• Counselors</li> <li>• Recruiters</li> </ul>	<ul style="list-style-type: none"> <li>• ACT subscores (<b>graph</b>)</li> </ul>
1.3 Help ALL students increase their composite ACT scores from the time they enter until the time they graduate.	Annually	<ul style="list-style-type: none"> <li>• Director for Academic Affairs</li> <li>• Faculty</li> <li>• Counselors</li> </ul>	<ul style="list-style-type: none"> <li>• ACT composite score increases (<b>graph</b>)</li> </ul>
1.4 Maintain 70% of seniors who score a minimum composite ACT of 30	Annually	•	•
1.5 Maintain an average ACT composite score of graduates that exceeds that of all schools in the U.S. by 25%	Annually	<ul style="list-style-type: none"> <li>• Director for Academic Affairs</li> <li>• Faculty</li> <li>• Counselors</li> </ul>	<ul style="list-style-type: none"> <li>• ACT composite scores (<b>graph</b>)</li> </ul>
1.6 Maintain a 100% pass rate and score average that exceeds that of all Mississippi schools on the SATP U.S. History test.	Annually	<ul style="list-style-type: none"> <li>• Director for Academic Affairs</li> <li>• Faculty</li> <li>• Counselors</li> </ul>	<ul style="list-style-type: none"> <li>• U.S. History scores (<b>graph</b>)</li> </ul>
1.7 Maintain an annual amount of merit-based scholarships per student from colleges and universities at <b>\$95,000</b> .	Annually	<ul style="list-style-type: none"> <li>• Director for Academic Affairs</li> <li>• Counselors</li> </ul>	<ul style="list-style-type: none"> <li>• Scholarships offered/accepted (<b>graph</b>)</li> </ul>
1.8 Increase the number of African Americans, Hispanics, and Native Americans in: a)Mentorship, b)Research, c)AP and dual credit, and d)Engineering and Computer Science courses.	Annually	<ul style="list-style-type: none"> <li>• Director for Academic Affairs</li> <li>• Faculty</li> <li>• Counselors</li> </ul>	<ul style="list-style-type: none"> <li>• Demographics of students enrolled in categories a-d (<b>graph, table</b>)</li> </ul>
1.9 Increase the number of females in Engineering, and Computer Science courses.	Annually	<ul style="list-style-type: none"> <li>• Director for Academic Affairs</li> <li>• Faculty</li> <li>• Counselors</li> </ul>	<ul style="list-style-type: none"> <li>• Female enrollment (<b>graph</b>)</li> </ul>

#### Actions:

- (1) Provide teachers with essential tools to maintain and update performance standards, to identify and prioritize critical course content, and to address the specialized needs of gifted learners.
  - a. Structure the school day to maximize instructional time.
  - b. Allot time for practice tests.
  - c. Provide annual professional development for teachers on ACT, SAT, and PSAT and on differentiation of instruction for all students.
  - d. Review annually and discuss test data disaggregated by subgroup.
- (2) Provide students with rigorous and relevant curriculum aligned with state and national standards.
  - a. Conduct ongoing review and refinement of MSMS curriculum standards to ensure that they are rigorous, relevant, and comprehensive and that they meet or exceed those of similar U.S. schools.
  - b. Utilize assessment tools, aligned with curriculum standards and achievement goals that capture students' depth of understanding.
  - c. Continue to incorporate best practices in teaching.

- d. Seek additional opportunities for students to earn college credit while at MSMS through expansion of dual credit and AP offerings and articulation agreements with colleges and universities.
  - e. Continue to offer teachers appropriate professional development opportunities to ensure they stay ahead of the curve with respect to course offerings.
- (3) Optimize students’ opportunities for academic success at MSMS and for highest scores on state and national assessments.
- a. Provide multiple opportunities for tutorial and interventions;
  - b. Provide accommodations as needed in the classroom;
  - c. Ensure that each faculty schedule allows for adequate office hours per week for individual or small group intervention;
  - d. Integrate writing and other test prep skills throughout all academic disciplines.
  - e. Allot time for practice tests.
- (4) Optimize students’ opportunities for postsecondary success:
- a. Facilitate student career exploration.
  - b. Support all students in the college search and application process.
  - c. Assist students in identifying scholarship opportunities for which they are eligible.
  - d. Hold individual conferences with each student each semester.
  - e. Provide opportunities for mentorship and research

***Goal 2: Ensure that all students receive adequate and appropriate services to enhance the quality of the school experience and to decrease the attrition rate.***

<b>Objective</b>	<b>Timeline</b>	<b>Responsibility</b>	<b>Measurement</b>
2.1 Maintain the percentage of students returned to their home schools due to failure to meet academic and behavioral standards at less than 5%.	Annually	<ul style="list-style-type: none"> <li>• Administrators</li> <li>• Faculty</li> <li>• Counselors</li> <li>• Support staff</li> <li>• Recruiter</li> </ul>	<ul style="list-style-type: none"> <li>• Withdrawal/dismissal report (<b>graph</b>)</li> <li>•</li> </ul>
2.2 Students will agree or strongly agree at a rate of 75% for each of the following items for residence life: 1) that they have had a positive experience, 2) their privacy is protected, and 3) residence life supports the academic rigor of the school.	Annually	<ul style="list-style-type: none"> <li>• Director for Student Affairs</li> <li>• Residential Staff</li> </ul>	<ul style="list-style-type: none"> <li>• Survey Data (<b>graph</b>)</li> </ul>
2.3 Students will indicate at a rate of 90% that activities are adequate to address their needs outside the classroom..	Annually	<ul style="list-style-type: none"> <li>• Administrators</li> <li>• Faculty</li> <li>• Staff</li> </ul>	<ul style="list-style-type: none"> <li>• Survey Data (<b>graph</b>)</li> </ul>

**Actions:**

- (1) Maintain personalization to ensure that the needs of individual students are met by:
  - a. providing each student with access to both an academic/college counselor and a mental health counselor;
  - b. identifying each student’s academic and developmental needs in part through expanded use of data;
  - c. providing differentiated instruction to meet each student’s unique needs.
- (2) Hold bi-weekly student concerns meetings.



- (3) Provide ongoing training for faculty and staff on pertinent topics related to special student needs.
- (4) Develop intervention plans and contracts as needed.
- (5) Document causes for attrition.
- (6) Maintain peer support groups for students (emissaries, Mu Alpha Theta, etc.).
- (7) Provide activities for students to address stress management, emotional/social issues, and other identified need areas.
- (8) Engage the faith community and social services providers in efforts to assimilate students to their new “home away from home.”
- (9) Hold student seminars and open forums to listen and respond to suggestions and concerns.
- (10) Continue to allow students to earn privileges through the privilege plan system.
- (11) Implement methods to consistently and appropriately recognize student achievements in various areas.
- (12) Survey students who voluntarily withdraw to find out why they choose to leave.

## COMMUNICATION

**Goal 3: Provide timely and effective communications to internal and external constituents.**

Objective	Timeline	Responsibility	Measurement
3.1 Ensure that all personnel model professional, appropriate, effective, and efficient communication.	Ongoing	<ul style="list-style-type: none"> <li>All personnel</li> </ul>	<ul style="list-style-type: none"> <li>Observation</li> <li>Survey Data (<b>graph</b>)</li> </ul>
3.2 Maintain multiple internal and external communication channels; assess annually and make necessary revisions.	Ongoing	<ul style="list-style-type: none"> <li>All personnel</li> </ul>	<ul style="list-style-type: none"> <li>Observation</li> <li>Survey data (<b>graph</b>)</li> <li>Website Analytics</li> <li>Calendar</li> <li>Newsletters Open and Click Rate</li> <li>Parent engagement (meetings, email)</li> <li>Powerschool</li> <li>Email</li> <li>Social Media Analytics</li> <li>SchoolAdmin communication</li> <li>Emergency Notification System</li> </ul>
3.3 Encourage students to develop and practice effective and appropriate communication skills and to assume personal accountability.	Ongoing	<ul style="list-style-type: none"> <li>All personnel</li> <li></li> </ul>	<ul style="list-style-type: none"> <li>Observation</li> <li>Activities: MSMS101, Wellness Seminars, Hall Meetings, extracurriculars</li> <li>Email</li> <li></li> </ul>

**Actions:**

- (1) Ensure that multiple, current communication technologies are functional and up to date.
- (2) Provide training as needed to personnel regarding appropriate responses to telephone calls and information and appointment requests.
- (3) Streamline internal communication channels, electronic and otherwise, to ensure that information flows smoothly throughout the MSMS community.
- (4) Foster collaboration, cooperation, and a collegial professional culture by providing ongoing opportunities for input in decision-making and opportunities for team building.
- (5) Provide students opportunities to learn and practice appropriate communication skills through participation in classes, open forums, student organizations, and leadership activities.
- (6) Utilize multiple methods of external communication to ensure that parents/stakeholders have information that is accurate and timely on critical issues including safety, security, and student achievement.
- (7) Ensure all communication is respectful of diverse points of view.

## RESOURCES

***Goal 4: Assume a proactive approach to resource management (human and non-human) to include identification and prioritization of needs, advance planning to meet those needs, and sound management of resources.***

Objective	Timeline	Responsibility	Measurement
4.1 Maintain adequate facilities, materials/equipment and services to support the vision and mission of the school.	Ongoing	<ul style="list-style-type: none"> <li>• Executive Director</li> <li>• Administrators</li> <li>• Coordinator for School Support</li> <li>• MDE personnel</li> <li>• MUW leadership</li> </ul>	<ul style="list-style-type: none"> <li>• Planning documents</li> <li>• Operating budget</li> <li>• Departmental budget requests</li> <li>• Annual legislative funding</li> <li>• Contractual agreements</li> </ul>
4.2 Employ and retain highly qualified teachers with strong content knowledge and pedagogical skills to meet the unique needs of gifted learners.	Ongoing	<ul style="list-style-type: none"> <li>• Executive Director</li> <li>• Director for Academic Affairs</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• MSIS personnel report</li> <li>• Faculty vita</li> </ul>
4.3 Employ and retain experienced administrators and classified support staff with experience in their area of responsibility and a commitment to support the vision of MSMS.	Ongoing	<ul style="list-style-type: none"> <li>• Executive Director</li> <li>• Administrators</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• MSIS personnel report</li> <li>• Personnel files</li> </ul>
4.4 Practice sound fiscal management practices in accordance with state and federal law.	Ongoing	<ul style="list-style-type: none"> <li>• Executive Director</li> <li>• Administrators</li> <li>• Administrative Assistants</li> <li>• MDE Budget Office</li> <li>• MUW Comptroller's Office</li> </ul>	<ul style="list-style-type: none"> <li>• Budget-Expenditure Report</li> <li>• Monthly financial reports</li> <li>• Annual 100% property audits</li> </ul>

**Actions:**

- (1) Establish a long-range plan for budget requests for major renovations and purchases to include technology, science equipment, maintenance (painting, carpet replacement, etc), bus replacement, furniture replacement, etc. based upon age, level of use, repair history and life expectancy.
- (2) Develop a plan for the modification of the physical plant to accommodate individual study, collaborative learning, creative performance, and conferencing.
- (3) Maintain a computerized fixed assets inventory.
- (4) Evaluate contractual needs annually and negotiate the specifics well in advance of board action.
- (5) Communicate needs requiring legislative support to MDE legislative liaison well in advance of legislative session.
- (6) Submit budget request and accompanying budgetary documents in a timely fashion as required by MDE. Maintain data to support all budget requests.
- (7) Seek additional funding via grants.
- (8) Develop and implement a comprehensive plan for faculty and staff recruitment, development, and retention.
- (9) Collaborate with local IHL's to provide pre-service opportunities including classroom observations, practicums, and student teaching experiences.
- (10) Review monthly budget reports and monitor activity accounts.
- (11) Build and maintain relationships with universities in order to utilize resources available through them that will help in accomplish the school's mission. For example, universities may be willing to provide faculty or graduate students to assist in development and implementation of research and engineering courses.
- (12) Develop a Request for Funding information packet to present to potential donors.

## SAFETY & SECURITY

### *Goal 5: Provide a safe and secure environment*

Objective	Timeline	Responsibility	Measurement
5.1 Maintain comprehensive written policies and procedures related to student discipline, school security and crisis response.	Ongoing	<ul style="list-style-type: none"> <li>• MSMS Administrators</li> <li>• MUW Security</li> </ul>	<ul style="list-style-type: none"> <li>• Annual review</li> </ul>
5.2 Provide ongoing training for all personnel on safety and security policies.	Ongoing	<ul style="list-style-type: none"> <li>• MSMS Administrators</li> <li>• MUW Security</li> <li>• MDE Personnel</li> </ul>	<ul style="list-style-type: none"> <li>• Sign in sheets</li> <li>• Documented drills</li> <li>• Agendas and minutes</li> </ul>
5.3 Provide appropriate technology to enhance safety and security for all students and school personnel.	Ongoing	<ul style="list-style-type: none"> <li>• MSMS Administrators</li> <li>• Technology staff</li> <li>• Outside vendors</li> </ul>	<ul style="list-style-type: none"> <li>• Observation</li> <li>• Budget requests</li> <li>• Fixed assets inventory</li> <li>• Technology Plan</li> <li>• Incident Reports</li> </ul>
5.4 Monitor data and make adjustments as needed to enhance security.	Ongoing	<ul style="list-style-type: none"> <li>• MSMS Administrators</li> </ul>	<ul style="list-style-type: none"> <li>• Police reports</li> <li>• Security video</li> <li>• Discipline reports</li> <li>• Facilities inspections</li> </ul>

#### Actions:

- (1) Meet jointly with critical MUW personnel on an annual basis to review and update Crisis Management procedures.
- (2) Maintain a Crisis Management Manual specific to MSMS.
- (3) Review Crisis Management procedures annually and train each new employee as hired.
- (4) Conduct and document regular emergency drills to include fire, tornado, and bus evacuation, lock-down, and earthquake.
- (5) Maintain Crisis Communications system.
- (6) Conduct an annual walkthrough of all facilities and develop strategies to enhance security in each building; base budget requests on prioritized needs.
- (7) Maintain a camera monitoring system in each residence hall and academic building.
- (8) Maintain compliance with state and federal standards related to asbestos, chemical storage, fire and electrical safety standards, etc.



## TECHNOLOGY

***Goal 6: Provide and maintain technology resources that support school-wide productivity and efficiency.***

Objective	Timeline	Responsibility	Measurement
6.1 Offer training on current hardware and software applications.	Ongoing	<ul style="list-style-type: none"> <li>• Technology staff</li> </ul>	<ul style="list-style-type: none"> <li>• Training records</li> </ul>
6.2 Provide timely installation, repairs, and technical support.	Ongoing	<ul style="list-style-type: none"> <li>• Technology staff</li> </ul>	<ul style="list-style-type: none"> <li>• Helpdesk log</li> <li>• Annual Satisfaction Survey <b>(graph)</b></li> </ul>
6.3 Maintain a secure network compliant with CIPA, COPA, and MDE regulations.	Ongoing	<ul style="list-style-type: none"> <li>• Technology staff</li> </ul>	<ul style="list-style-type: none"> <li>• AUP (Acceptable Use Policy) file</li> <li>• Documentation of investigation of irregularities</li> </ul>
6.4 Explore and evaluate appropriate innovative technologies that support the mission of MSMS.	Ongoing	<ul style="list-style-type: none"> <li>• Coordinator for Technology</li> <li>• Technology staff</li> <li>• Administrators, faculty, staff</li> </ul>	<ul style="list-style-type: none"> <li>• Technology Plan</li> <li>• Fixed assets inventory</li> <li>• Purchasing record</li> <li>• Faculty/Staff recommendations</li> </ul>

**Actions:**

- (1) Maintain and update Powerschool and MSIS.
- (2) Maintain and upgrade network infrastructure.
- (3) Conduct an annual assessment of hardware and software needs.
- (4) Respond to technology-related requests within one business day.
- (5) Reduce paper dependence by utilizing online data storage and transfer.
- (6) Maintain security and compliance with licensing guidelines.
- (7) Provide appropriate training for faculty, staff and students regarding ethical use of technology and Internet safety.
- (8) Encourage all faculty and staff to be aware of new technologies that support their roles.

## STAKEHOLDER INVOLVEMENT

***Goal 7: Strengthen connections with critical stakeholder groups, including, but not limited to parents (of current students and alumni), alumni, statewide agencies, policy makers, foundations, businesses, industries, the Golden Triangle community, The Mississippi University for Women, and other Mississippi universities.***

Objective	Timeline	Responsibility	Measurement
7.1 For parents of current students, increase parental membership in MSMS PLUS to 75% .	By December, 2022	<ul style="list-style-type: none"> <li>• MSMS administration</li> <li>• PLUS Board</li> </ul>	<ul style="list-style-type: none"> <li>• Number of paid members</li> </ul>
7.2 For parents of former students, increase parental participation.	Annually	<ul style="list-style-type: none"> <li>• MSMS administration</li> <li>• PLUS Board</li> <li>• MSMS Foundation staff</li> </ul>	<ul style="list-style-type: none"> <li>• Number of parents enrolled on the PLUS Facebook group</li> <li>• Number of parents contributing to MSMS Foundation</li> </ul>
7.3 Increase the level of participation for all parents (of current students and alumni)	Annually	<ul style="list-style-type: none"> <li>• MSMS administration</li> <li>• PLUS Board</li> </ul>	<ul style="list-style-type: none"> <li>• Number of parents involved in MSMS activities (two parents of the same child will be included as a single unit) See list of activities below</li> </ul>
7.4 Expand the list of MSMS research advisers and mentors in all fields to include those other than just math and science.	Annually	<ul style="list-style-type: none"> <li>• MSMS Director for School Advancement</li> <li>• Director for Academic Affairs</li> <li>• Executive Director</li> <li>• Coordinators for Research and Mentorship</li> </ul>	<ul style="list-style-type: none"> <li>• Number of new businesses and professors added each year</li> </ul>
7.5 Continue to improve relationships with alumni by enhancing communication and preparing an annual calendar of alumni events.	Annually	<ul style="list-style-type: none"> <li>• MSMS Administration (Office of Advancement will lead)</li> <li>• Coordinator for Alumni Relations</li> </ul>	<ul style="list-style-type: none"> <li>• Alumni participation in on-campus and off-campus events See list of opportunities below.</li> <li>• Number of emails opened</li> <li>• Number of survey responses (<b>graph</b>)</li> </ul>

### Actions:

- (1) Establish and support an ongoing listserv for parents as well as for alumni.
- (2) Collaborate with the PLUS Board to develop a calendar of opportunities for parent involvement to include both on-campus and off-campus activities.
- (3) Collaborate with the Columbus-Lowndes Chamber of Commerce to provide parents of incoming juniors with pertinent community information.
- (4) Develop an annual calendar of on-campus and off-campus alumni events.
- (5) Enhance Survey of Research and invite university faculty to present current research.
- (6) Invite business and industry representatives to present information related to various careers.
- (7) Continue to promote to our stakeholders events such as *MSMS Science Carnival, Tales from the Crypt, Sights & Sounds, MSMS Math Tournament, and other MSMS outreach activities.*
- (8) When events are held in local communities, invite state legislators from the area and local government officials.
- (9) Share information with businesses statewide about MSMS (successes as well as needs)

- (10) Invite stakeholders to participate in a service day that focuses on projects that enhance MSMS facilities.

## RECRUITMENT & ADMISSIONS

### *Goal 8: Identify and enroll gifted and talented students from across the state.*

Objective	Timeline	Responsibility	Measurement
8.1 Increase the number of completed applications to 200 by 2022 and <b>230 by 2023</b>	By Spring of 2023	<ul style="list-style-type: none"> <li>• Director for Advancement</li> <li>• Coordinator for Admissions</li> <li>• Coordinator for Public Relations</li> </ul>	<ul style="list-style-type: none"> <li>• Number of completed applications (<b>graph</b>)</li> </ul>
8.2 Identify teacher partners in 50% of Mississippi schools.	By June 2022	<ul style="list-style-type: none"> <li>• Director for Advancement</li> <li>• Coordinator for Admissions</li> <li>• Coordinator for Public Relations</li> </ul>	<ul style="list-style-type: none"> <li>• School Contact Database</li> <li>• Number of students indicating they were encouraged to apply by a school employee</li> </ul>
8.3 Increase the percentage of counties represented to 75%.	By Spring 2022	<ul style="list-style-type: none"> <li>• Director for Advancement</li> <li>• Coordinator for Admissions</li> <li>• Coordinator for Public Relations</li> </ul>	<ul style="list-style-type: none"> <li>• Students by county (map)</li> </ul>
8.4 Increase the enrollment of African American students to 30%	By Spring 2022	<ul style="list-style-type: none"> <li>• Director for Advancement</li> <li>• Coordinator for Admissions</li> <li>• Coordinator for Public Relations</li> </ul>	<ul style="list-style-type: none"> <li>• Student demographics (map)</li> </ul>

#### Actions:

- (1) Use a variety of means to provide pertinent application information to prospective students, their families, and community members including:
  - a. MSMS website—Need constant content creation. Seek more involvement from faculty and staff.
  - b. MSMS publications
  - c. Recruiter and faculty visits—Provide more emphasis on middle school visits in the spring semester.
  - d. Campus visits—Invite gifted classes of middle school students to tour MSMS. Identify a time to host an event that coincides with a statewide gifted middle school program.
  - e. Phone-a-thons—Continue to call individual students already in the database; remind families of Super Nights.
  - f. Strategic engagement of the media—Visit television stations once each year to explain general MSMS information such as the announcement of the application availability; Seek time on MPB’s morning show at least once per year.
  - g. Social Media
- (2) Establish a committee to review the current admissions process and to recommend changes with regard the current application, admissions criteria, and selection process. Include current students and representative from student affairs.
- (3) Establish a committee to review current recruitment strategies and to make recommendations to enhance the process.
- (4) Maintain updated recruitment videos.
- (5) Provide the MSMS application on the school website in a format capable of electronic submission.
- (6) Continually update the comprehensive database of prospective students.
- (7) Have incoming juniors write letters to the school employee whom they feel contributed to their academic success the most.

- (8) Invite Mississippi school counselors to campus for a workshop and provide information about MSMS; offer CEU credits.
- (9) Review MSMS admissions and selection criteria & submit recommended changes for Board approval if needed.
- (10) Send mail or email to Mississippi Gifted Education Teachers



## PROFESSIONAL DEVELOPMENT

***Goal 9: Foster an environment that encourages professional development that leads to improved practice.***

Objective	Timeline	Responsibility	Measurement
9.1 Identify training needs.	Annually	<ul style="list-style-type: none"> <li>• MSMS administrators</li> </ul>	<ul style="list-style-type: none"> <li>• Needs assessment</li> <li>• Staff Surveys</li> <li>• Faculty and Staff Evaluations</li> <li>• Professional Development Plans</li> </ul>
9.2 Provide on-campus professional development.	Annually	<ul style="list-style-type: none"> <li>• MSMS administrators</li> </ul>	<ul style="list-style-type: none"> <li>• Sign in sheets</li> <li>• Evaluations</li> </ul>
9.3 Afford opportunities for professional development in identified areas of need not provided on campus.	Annually	<ul style="list-style-type: none"> <li>• MSMS administrators</li> </ul>	<ul style="list-style-type: none"> <li>• Professional leave requests and accompanying documentation</li> <li>• Implementation Plans</li> </ul>
9.4 Facilitate and encourage opportunities for staff to provide professional development to both internal and external organizations.	Annually	<ul style="list-style-type: none"> <li>• MSMS administrators</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluations from participants</li> <li>• Professional leave requests and accompanying documentation</li> <li>• Collected data</li> </ul>

Actions:

- (1) Seek input from administrators, faculty, and staff regarding training needs each year.
- (2) Develop a school-wide calendar of professional development opportunities for distribution at the beginning of each school year; send notifications of additional opportunities that become available throughout the year through e-mail postings.
- (3) Meet the training needs of both certified and classified employees.
- (4) Seek opportunities for collaboration with universities and the Mississippi Department of Education to share training opportunities whenever possible.
- (5) Maintain adequate funding to support professional development.

## OUTREACH & PUBLIC RELATIONS

***Goal 10: Provide quality educational experiences and services through statewide outreach.***

Objective	Timeline	Responsibility	Measurement
10.1 Increase participation in on-campus outreach activities.	Ongoing	<ul style="list-style-type: none"> <li>• Director for Advancement</li> <li>• Director for Academic Affairs</li> <li>• Director for Students Affairs</li> <li>• Coordinator for Outreach</li> <li>• Coordinator for Distance Learning</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Log of programs (On-campus, off-campus, and online) Log of number of students</li> <li>• Log of number of non-MSMS teachers</li> <li>• Log of number of non-MSMS parents</li> <li>•</li> </ul>
10.2 Increase participation in off-campus outreach activities.			
10.3 Expand the number of online outreach activities and resources.			

Actions:

- (1) Establish faculty and staff release time capacity and procedures for accomplishing outreach activities without substantially jeopardizing on-campus quality.
- (2) Host/conduct professional development activities to increase expertise within the state that ensures ongoing growth in gifted learning.
- (3) Collaborate with MUW and other Mississippi universities by having MSMS faculty members serve as mentors for pre-service and beginning teachers and as instructors for summer grant-funded teacher workshops.
- (4) Have MSMS students serve as student mentors and tutors..
- (5) Support student activities which attract young gifted students to visit campus (Math Superstars, Mu Alpha Theta Competition, Science Bowl, Chess competitions, class field trips, etc.).
- (6) Seek grant funding to support summer programs.
- (7) Collaborate with school districts throughout the state to implement programs that promote STEM and other challenging learning opportunities for high-achieving students.
- (8) Continue pursuing funding for additional faculty to increase the delivery of instruction to high-achieving students through outreach and distance learning.

**Goal 11: Recognize and promote the school’s reputation for educational excellence.**

<b>Objective</b>	<b>Timeline</b>	<b>Responsibility</b>	<b>Measurement</b>
11.1 Utilize traditional media (print, TV, radio) to ensure that the people of Mississippi fully understand the accomplishments, capabilities, and needs of MSMS.	Ongoing	<ul style="list-style-type: none"> <li>• Coordinator for Public Relations</li> <li>• Director for School Advancement</li> </ul>	<ul style="list-style-type: none"> <li>• Log of media events</li> <li>• Number of new stories submitted <b>(graph)</b></li> <li>• Number of stories published</li> <li>• Number of stories that mention MSMS</li> </ul>
11.2 Increase the level of involvement with the website.	Ongoing	<ul style="list-style-type: none"> <li>• Coordinator for Public Relations</li> <li>• Director for School Advancement</li> </ul>	<ul style="list-style-type: none"> <li>• Numbero website views</li> <li>• Number of website events (interactions by users)</li> <li>• Length of time on website</li> <li>• Top 10 most viewed pages quarterly <b>(graph)</b></li> </ul>
11.3 Utilize social media to reach people across the state of Mississippi..	Ongoing	<ul style="list-style-type: none"> <li>• Coordinator for Public Relations</li> <li>• Director for School Advancement</li> </ul>	<ul style="list-style-type: none"> <li>• Total Likes on Facebook</li> <li>• Number of followers on Facebook</li> <li>• Number of followers on Instagram <b>(graph)</b></li> </ul>

**Actions:**

- (1) Maintain and update our online presence.
- (2) Ensure diverse media content among all social media platforms.
- (3) Provide timely information about MSMS to appropriate professional organizations and educational institutions.
- (4) Encourage MSMS administrators, faculty, and staff to participate in and provide leadership for professional, community, and service organizations.
- (5) Seek media opportunities—print, radio, and television—focused on student activities and faculty/staff leadership.
- (6) Publish a monthly newsletter.
- (7) Publish at least one news release in a local or regional paper each month highlighting student and faculty successes and/or MSMS programs and events.
- (8) Develop ways to use campus activities to provide opportunities to bring state legislators and other community leaders to campus.
- (9) Encourage students to write letters to their local legislators describing their experiences and thanking them for their support through Student Government Association.
- (10) Notify home school district administrators and local news of student successes while at MSMS.

### Processes with Timeline

MONTH	RESPONSIBLE	PROCESS
December - March	Executive Director/Directors with input from faculty and staff	Update Course Catalog, Student Handbook, Employee Handbook, and policy manuals
August	Executive Director/Directors	Conduct training on policy and procedural changes
August-December	Administrators Counselors Faculty/Staff	Analyze traditional and non-traditional assessment data from previous year and make recommendations to steering committee for needed changes in action plan
August – May	Faculty	Progress reports, report cards
August	Technology Staff	Implementation/training new technology
August – May	Executive Leadership Team	Weekly updates (academic, residential, admissions, advancement, technology, public relations)
August –May	Faculty/Staff/Administrators	Onsite and off-campus professional development
August – May	Counselors, residential staff, faculty, administrators	Student Concerns meetings
December and May	Director for Academic Affairs Academic, Academic/Behavioral Review Team	Recommendations for student probation and dismissal
Late April	Accountability Team	Administer surveys
May - August	Accountability Team, Employees	Analyze surveys and propose changes to action plan
August – February	All	Review and suggest improvement needs for facilities and resources
August	Director for Student Affairs Administration	Professional Development on Crisis Manual
August – May	Division Heads	Employee Evaluations Formative (ongoing) Summative (November/December; April/May)
August – May	Executive Director, Administration	Focused faculty/staff meetings
August and January	Faculty	Update course syllabi
November – December	Faculty	Propose course changes