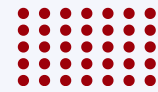


2026-2031 STRATEGIC PLAN: *FROM PROMISE TO POTENTIAL*



A 5-YEAR PLAN FOR STUDENT SUCCESS IN MARION COUNTY

Jamie Penoncello, Superintendent

Leon Williams, Sr., Board Chair

Lehanne Singleton, Board Vice-Chair

Debra Graham, Board Member

Brandon Grier, Board Member

Bill Addison, Board Member



OUR COMMITMENT TO YOU

Marion County Schools is launching a new five-year strategic plan to guide how we serve our students, families, staff and community from 2026 to 2031.

This plan focuses on preparing every student for life after graduation--whether that path leads to college, a career, or military service--while strengthening teaching, student engagement, leadership systems, and safe, supportive schools.

We are sharing this draft to gather community input before final adoption.

What is our theory of action?

If we expand college, career, and military opportunities and invest in athletics, teaching excellence, accountability, and safe learning environments, then Marion County Schools will develop well-rounded graduates who are academically prepared, socially confident, and ready to succeed beyond high school.



STRATEGIC PRIORITY #1:

College, Career & Military Readiness

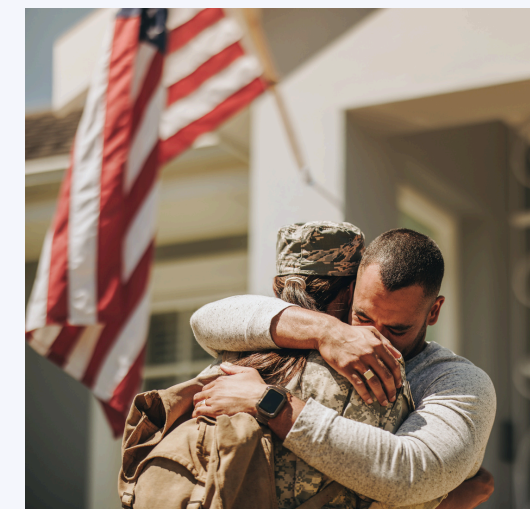
We will expand opportunities so every graduate leaves Marion County Schools with **a plan, a pathway, and real-world preparation.**

By 2031, we aim to:

- Graduate **95% or more** of our students
- Have **80%+** of students meet **College & Career Ready indicators**
- Enroll **30%** of high school students in **dual enrollment**
- Support students in earning **25+ industry credentials each year**
- Engage **20% of grades 10-12** in **work-based learning**
- Increase **military pathway** participation by **10%**
- Achieve **50%+ FAFSA completion**

What this looks like:

- Expanded career and technical programs
- Stronger military and college partnerships
- Career exploration beginning in elementary school
- Internships, job shadowing, and apprenticeships
- Individual graduation and career plans for all high school students



STRATEGIC PRIORITY #2

Athletics & Activities for Student Engagement

We will strengthen athletics, fine arts, and extracurricular programs to build **leaders, confidence, wellness, and school pride.**

By 2031, we aim to:

- ✓ Have **70%+ of students participating** in activities
 - ✓ Reach **95%+ average daily attendance**
 - ✓ **Reduce discipline** referrals by **30%**
- ✓ Achieve **90% favorable student engagement survey results**
 - ✓ **Reduce** chronic **absenteeism** by **25%**



**Expanded athletics,
arts, and student clubs**



**More leadership
opportunities**



**Stronger middle school
engagement**



**Focus on student voice,
wellness and belonging**

STRATEGIC PRIORITY #3

Instructional Excellence & Educator Support

We will invest in strong teaching, leadership development, and professional growth to ensure **every classroom delivers high-quality learning.**

By 2031, we aim to:

- ✓ Achieve **65%+ CCRPI content mastery**
- ✓ Reach a **district student growth score of 60+**
- ✓ Maintain **90%+ annual teacher retention**
- ✓ Provide **coaching support** for teachers and leaders
- ✓ Maintain **90% favorable staff survey results**

What this looks like:

- ✓ Instructional coaching and classroom support
- ✓ Strong professional learning communities
- ✓ Teacher leadership pathways
- ✓ Recruitment and retention initiatives





STRATEGIC PRIORITY #4

Leadership, Systems & Accountability

We will operate as a transparent, data-informed organization focused on **continuous improvement and shared responsibility.**

By 2031, we aim to:

- ✓ Align **100% of schools** to district priorities
- ✓ Conduct **quarterly public progress updates**
- ✓ Publish an **annual strategic report**
- ✓ Reach **90% favorable stakeholder trust ratings**
- ✓ Improve district CCRPI performance annually

What this looks like:

Public strategic scorecards

Regular community updates

Leadership development systems

Clear accountability structures

STRATEGIC PRIORITY #5

Safe, Supportive & Equipped Learning Environments

We will ensure every campus is safe, welcoming, and equipped to **support both learning and well-being**.

By 2031, we aim to:

- ✓ Achieve 90%+ favorable climate survey results
- ✓ Reduce out-of-school suspensions by 25%
- ✓ Maintain 100% safety, facilities, and financial compliance
- ✓ Ensure mental health supports in every school

What this looks like:

- > Updated safety and emergency systems
- > Mental health and wellness supports
- > Trauma-informed and restorative practices
- > Facility and technology improvements



IMPLEMENTATION PLAN

Year 1: Build foundations, gather baseline data, align schools, expand access

Year 2: Launch new programs, expand pathways, build staff and student leadership

Year 3: Strengthen quality, improve performance, refine supports

Year 4: Integrate systems, scale successful programs, innovate

Year 5: Evaluate impact, institutionalize success, and plan the next strategic cycle



OUR PROMISE

This strategic plan reflects a commitment to strong schools, strong systems, and strong futures for Marion County students.

Together, we can build a district where every student is known, supported, challenged, and prepared.



Strategic Plan

Marion County Schools

THANK YOU

For Your Attention and Participation

2026-2031 STRATEGIC PLAN

From Promise to Potential

Public Review

Jan. 20-Feb. 16, 2026

