

# **Bryan County School District Strategic Plan**

## Vision

Committed to excellence and success in all that we do!

## Beliefs

We believe:

- As a school system, we must be fiscally responsible and invest in our future.
- All stakeholders are valued and essential to the success of our students.
- All students can learn, achieve, progress and succeed with a highly effective teacher.
- Students, parents, teachers, and the community share responsibility for supporting the mission and safety of the school environment.
- All children can learn in a safe, supportive, and nurturing environment.

## Mission

We are dedicated to rigorous educational tasks that challenge and motivate students while always being focused on continuous improvement.

## Strategic Goal Areas

- Student Achievement and Success
- Parent and Community Partnerships
- High Performing Workforce
- Organizational and Operational Effectiveness
- Fiscal Accountability

Student Achievement and Success

### Performance Objective 1:

Provide all students a relevant and rigorous curriculum focused on standards and improving student achievement

### Performance Measures:

- Percentage of students scoring at the developing learner and above on Milestones in grades 3, 5, 8, and 9-12
- Percentage of students who score distinguished on Milestones in grades 3, 4, 5, 6, 7, and 8
- Percentage of students who achieve typical and high growth on the Milestones
- Percentage of students scoring at the 80<sup>th</sup> NPR on NWEA MAP
- Percentage of students scoring a Lexile at or above the Lexile band on Milestones for grades 3, 5, 8, and 11<sup>th</sup>
- Percentage of courses utilizing common formative assessments

Initiative: Curriculum

Action Items:

- Provide professional learning for teachers and leaders that strengthen their knowledge and understanding of content
- Identify and implement essential components of lesson development
- Revise/develop curriculum maps and identify priority standards for all content areas
- Ensure district curriculum alignment (vertical and horizontal) opportunities for all content
- Develop instructional resource guides

Initiative: Instruction

Action Items:

- Implement an instructional framework
- Provide professional learning for all co-teaching teams on best practices
- Implement a comprehensive reading and writing framework K-8
- Identify and support struggling students through a student centered support process at each school
- Implement personalized learning paths for students in specialized environments

Initiative: Assessment

Action Items:

- Implement data teams in all content areas
- Develop common formative assessments to inform instruction through the data teams process
- Implement interim assessments to ensure student progress of essential skills at critical points

Performance Objective 2:

Ensure all students are prepared for life, college, and career

Performance Measures:

- Percentage of students being credentialed in a pathway
- Number of pathways

- Percentage of students earning credit through Move On When Ready (MOWR)
- Percentage of 8<sup>th</sup> grade students enrolled in high school courses for credit, scoring at proficient or distinguished on Milestones
- Graduation rate
- Percentage of students completing a Capstone Project
- Percentage of students scoring 3, 4, or 5 on AP Exams

Initiative: Paths to progress

Action Items:

- Implement a Capstone Project for high schools
- Implement a workforce development framework with targeted curriculum
- Implement PBIS to ensure school climate is conducive to learning
- Identify dropout identifiers and implement supports for students at risk
- Offer a wide range of courses for students
- Increase career and pathway awareness at the elementary and middle schools
- Study, recommend and implement a process for student advisement for all that builds relationships while supporting positive social and emotional growth
- Implement ASPIRE student led IEP initiative in middle and high schools to ensure a student focused plan for achieving desired post-secondary outcomes

Initiative: Acceleration for all

Action Items:

- Provide high school level credit courses at the middle school level
- Utilize AP Potential to recruit students and support students in rigorous coursework
- Ensure all students are provided opportunities to engage in accelerated content
- Implement protocols to monitor student grade-to-grade progression
- Support awareness of post-secondary options as related to community and global needs, as well as student interests

Performance Objective 3:

Employ technology and innovation for improved student learning

Performance Measures:

- Percentage of students who earn at least one online credit
- Percentage of 5<sup>th</sup> and 8<sup>th</sup> grade students scoring proficient on the 21<sup>st</sup> Century Skills Assessment
- Number of media centers that meet the 21<sup>st</sup> Century Media Center criteria
- Number of STEAM/STEM classrooms
- Number of blended classroom opportunities

Initiative: Curriculum innovation

Action Items:

- Develop system instructional technology standards and grade span expectations
- Investigate and implement personalized learning paths for all students
- Investigate and implement the “Big 6” Research Model across the district
- Embed technology applications for students in teacher lesson plans
- Embed STEM/STEAM activities in instruction
- Access to online learning environments for students

Initiative: Media innovation

Action Items:

- Implement Creativity, Collaboration, Critical Thinking and Communication (4 C's) in the media programs
- Develop digital professional learning libraries for system staff
- Access to technology for teaching and learning
- Improve technology literacy

Parent and Community Partnerships

Performance Objective 1:

Explore and implement varied methods of effective communication

Performance Measures:

- Assess current state of stakeholder communication

- Establish district guidelines for social media and other electronic forms of communication.

Initiative: Current state of all stakeholder communication

Action Items:

- Create, distribute, and collect surveys
  - Communication perception surveys
- Assess current analytics of existing electronic tools used for communication
  - Website
  - PowerSchool
  - One Call Now
  - Google
  - Other

Initiative: Using varying forms of electronic resources at the school level to effectively and efficiently communicate with all stakeholders

Action Items:

- Survey teachers current state of use, interest, skill, comfort level, and training needs
- Survey administrators current state of use, interest, skill, comfort level, and training needs

Initiative: Using varying forms of electronic resources at the district level to effectively and efficiently communicate with all stakeholders

Action Items:

- Aggregate and disaggregate data, follow-up on validity, and review all outliers
- Complete a review of current policies and procedures specifically tied to the use of social media and other electronic resources used for communication
- Complete a technology audit to assess current capacities to use varying electronic resources for stakeholder communication
  - Firewall, filters, servers, operating system(s), platforms used, etc.

Performance Objective 2:

Promote and maintain effective business and higher educational partnerships

Performance Measures:

- Develop a guide for establishing and maintaining business partnerships
- Increase the number, type, and quality of career and higher education fairs in grades 6-12
- Increase the current business partnerships annually
- All schools will have one local school council member that represents a higher education institution in our region

Initiative: Business and higher education partnership guide

Action Items:

- Research other school systems for best practice
- Assess current district and school needs
- Develop the essential elements for a business and higher education partnership guide

Initiative: School system involvement with higher education

Action Items:

- Recruit and retain a local school council member from a regional higher education institution
- Attend P20 initiative meetings
- Invite higher education to appropriate district and school level functions
- Review and analyze Move On When Ready programs
- Develop a directory of regional higher education institutes with points of contact

## High Performing Workforce

### Performance Objective 1:

Recruit and retain a highly effective workforce

Performance Measures:

- Increase number of high quality job fairs/recruiting events attended
- Increase number of applicants acquired from high quality recruiting events
- Increase number of administrators/teachers/district personnel who recruit at job fairs
- Quality of web-based marketing
- Increase number of completed Exit Surveys

- Implement new teacher/new employee induction program
- Decrease % of highly effective employees leaving the district for reasons other than retirement/military
- Implement Employee Perks Program
- Staff Allocations based on a formalized Staffing Allocation Plan

Initiative: High quality recruitment

Action Items:

- Expand participants in recruitment events to include teachers and other subject matter experts
- Expand types of recruiting venues
- Research other school district websites to gather ideas for restructuring HR webpage
- Develop an electronic sign in process for recruiting events

Initiative: Retention of highly effective staff

Action Items:

- Conduct support staff salary study
- Study other districts' practices for posting salary schedules
- Study process for collecting exit survey responses
- Research teacher induction, teacher mentor and other employee orientation programs
- Begin development of Employee Perks Program

Initiative: Employer supported child care

Action Items:

- Evaluate child care staffing needs
- Research facility requirements and availability
- Study requirements for certifications

Initiative: Staffing allocation plan

Action Items:

- Study best practices for staffing allocation
- Evaluate current staffing allocations

Performance Objective 2:

Develop a framework to support a highly effective workforce

Performance Measures:

- Increase % of TKES/LKES evaluators trained on inter-rater reliability whose calibration scores equal “Certified” or “Certified with Distinction”
- Implement a standards-based evaluation instrument for non-TKES/LKES evaluations
- Implement an electronic platform/database for non-TKES/LKES evaluations

Initiative: Support staff evaluation instrument

Action Items:

- Determine/define groups not evaluated on TKES/LKES instrument
- Research non-TKES/LKES evaluation instruments of other districts
- Continue project of updating job descriptions

Initiative: “2” to grow

Action Items:

- Provide additional inter-rater reliability training for TKES/LKES credentialed evaluators
- Develop a survey for teachers to determine perception of TKES as a tool for professional growth

Performance Objective 3:

Provide professional learning opportunities to support workforce growth

Performance Measures:

- Implement an Aspiring Leaders Program
- Increase the number of staff participating in job-embedded professional learning
- Increase effectiveness of professional learning as evidenced through positive student outcomes
- Implement credentialing process for professional learning

Initiative: Aspiring leaders program

Action Items:

- Define the vision for Aspiring Leaders Program
- Research existing leadership programs in benchmark school systems



Initiative: Job related professional learning

Action Items:

- Include dedicated professional learning days in attendance calendars
- Evaluate effectiveness of Summer Institute
- Develop survey for support staff to determine professional learning development needs

Organizational and Operational Effectiveness

Performance Objective 1:

Develop a capital projects plan that considers growth and student needs

Performance Measures:

- Capital projects plan implemented
- Operation facilities will meet future needs of the system
- Number of improved athletic facilities

Initiative: Capital projects plan implemented

Action Items:

- Gain board and stakeholder input
- Finalize plan
- Gain BOE approval

Initiative: Operation facilities

Action Items:

- Audit current support facilities
- Determine future growth patterns and support needs
- Create plan to encompass future needs

Initiative: Number of improved athletic facilities

Action Items:

- Audit current athletic facilities
- Determine future growth patterns and athletic needs
- Create plan to encompass future needs

### Performance Objective 2:

Provide equitable and innovative student services

#### Performance Measures:

- Number of extracurricular offerings
- Number of counseling groups at middle and high schools

Initiative: Extracurricular offerings

#### Action Items:

- Create and complete stakeholder interest survey grades 3-10
- Evaluate results and prioritize steps at individual schools

Initiative: Number of counseling groups at middle and high schools

#### Action Items:

- Professional learning on group counseling
- Focus on identifying student areas of need

### Performance Objective 3:

Increase safety and security for all students and staff

#### Performance Measures:

- Number of facilities with improved security measures
- Number of facilities with improved safety measures
- Number of schools with a CCRPI School Climate Star rating 4 or higher

Initiative: Number of facilities with improved security measures

#### Action Items:

- Set acceptable standards of security measures based on national norms
- Audit current facilities versus standardized levels
- Prioritize safety needs

Initiative: Number of facilities with improved safety measures

#### Action Items:

- Set acceptable standards of safety measures based on national norms
- All facilities will undergo an annual safety audit
- Develop a formalized safety training schedule for all employees

Initiative: Number of schools with a CCRPI school climate star rating of 4 or higher

Action Items:

- Evaluate the current student attendance policy and/or procedures
- Fully implement PBIS initiative in 90% of the schools
- Educate staff and students on climate survey

Performance Objective 4:

Improve operational effectiveness

Performance Measures:

- Decrease energy consumption
- Number of departments effectively using an asset management system
- Number of schools meeting cleanliness expectations
- Implement standardized technology equipment lists for personnel and classrooms
- Number of departments effectively meeting schools needs

Initiative: Decrease energy consumption

Action Items:

- Study current energy usage and research best practices for energy conservation
- Implement fleet management system
- Create a 4 year energy management implementation plan

Initiative: Number of departments effectively using an asset management system

Action Items:

- Begin implementation of asset management system for technology and maintenance

Initiative: Number of schools meeting cleanliness expectations

Action Items:

- Audit facilities for current status
- Create a cleanliness standard throughout the county
- Implement cleanliness audit

Initiative: Implement standardized technology equipment for personnel and classrooms

Action Items:

- Implement single source sign-in
- Create a Technology Committee for standardization

Initiative: Number of departments effectively meeting schools' needs

Action Items:

- Develop effectiveness surveys for each department
- Evaluate survey results for any needed changes

## Fiscal Accountability

### Performance Objective 1:

Ensure effective, efficient, and transparent financial practices

Performance Measures:

- Create parent portal for financial transactions
- Increase % of participation in the parent portal
- Implement electronic payments to vendors
- Provide professional learning to employees on financial policies and procedures
- Unqualified Audit Report
- Implement internal audit in business office
- Implement automated time and attendance for classified staff
- Initiate communication and transparency of financial information to all stakeholders

Initiative: Parent portal

Action Items:

- Identify needs
- Research market
- Select vendor
- Train staff
- Roll-out to parents

- Assess participation

Initiative: Electronic payments

Action Items:

- Set up MUNIS (financial software) to process transactions
- RFP for vendor selection
- Solicit and evaluate proposals
- Select vendor for actual bank payments
- Train appropriate staff on procedures

Initiative: Professional learning for policies and procedures

Action Items:

- Review and/or revise Student Activities Manual
- Assess needs based on survey and/or school reviews
- Create calendar for training
- Conduct training to address needs

Performance Objective 2:

Develop and manage resources to maximize student achievement

Performance Measures:

- System budget approved no later than June 30<sup>th</sup>
- Participation in budget development workshops by stakeholders
- Develop and implement process for systemic review of compensation and benefits
- Develop and implement process for monitoring of budgets throughout the year

Initiative: Compensation/Benefits review

Action Items:

- Develop timeline and process
- Implement process
- Communicate results to the BOE
- Recommendation for BOE consideration

Initiative: Budget workshops

Action Items:

- Identify participants
- Assess needs
- Deliver professional learning

Initiative: Budget monitoring

Action Items:

- Develop process
- Create monitoring schedule

Performance Objective 3:

Secure funding for future capital expansion

Performance Measures:

- Funding secured for capital projects
- Monitor spending of capital improvement plan
- Communicate results to stakeholders on annual basis

Initiative: Determine funding needs

Action Items:

- Solicit proposal for underwriter
- Selection of underwriter
- Establish timeline

Initiative: Successful bond referendum

Action Items:

- Inform stakeholders of student enrollment projections, state of facilities, and financial options
- Obtain legal services for referendum process

Initiative: Secure funds

Action Items:

- Set date for sale of bonds
- Prepare bond documents
- Invest proceeds from sale of bonds