



## Strategic Plan Summary 2015 - 2020

**Strategic Goal 1- Increase student achievement as evidenced by performance on standardized assessments, percentage of grade-level readers, and being on track for a graduation rate of 90% by 2025.**

*Objective 1-The BCSD will increase student content mastery as evidenced by CCRPI.*

Action Step 1-Develop a Task Force to research protocols for looking at teacher instruction and how it relates to student learning.

Action Step 2-Develop a schedule to conduct Instructional Rounds in schools.

Action Step 3-Conduct training for the Teaching and Learning and School Improvement to ensure an understanding of how to implement the Instructional Rounds Protocol.

Action Step 4-Conduct at least two Instructional Rounds in each school annually.

Action Step 5-Analyze Instructional Rounds data to determine next steps for professional learning.

Action Step 6- Review and select an online assessment platform to create district formative assessments for Milestones courses.

Action Step 7 - Administer formative (pre and post) assessments in ELA and Math Milestones courses and benchmark assessments for Science and Social Studies Milestones courses.

Action Step 8 - Gather, analyze and use district formative assessment data to determine content areas' strengths and weaknesses and to determine needs for professional learning.

*Objective 2-The BCSD will increase post school readiness as evidenced by CCRPI.*

Action Step 1-Conduct an AP and "Suite of Assessments" workshop for district leaders in partnership with the College Board.

Action Step 2-Conduct an AP parent workshop to make parents aware of the AP opportunities within the district and the benefits of taking AP courses.

Action Step 3-Provide teachers access to AP Regional Workshops.

Action Step 4-Develop AP teachers' skills for scoring exams and teaching document based questions (DBQs).

Action Step 5-Develop partnership with the College Board.

Action Step 6-Conduct workshops throughout the year to increase stakeholders' understanding of college entrance assessments and AP courses.

Action Step 7-Provide AP workshops for teachers in all content areas including Fine Arts.

Action Step 8-Review and oversee the scheduling process to maximize AP scheduling.

Action Step 9-Provide AP and college entrance exam study sessions for students during and outside of the academic day.

Action Step 10-Seek district funding to allow all students access to SAT and ACT registration.

Action Step 11-Explore opportunities for district SAT day during the school day.

Action Step 12-Provide college entrance exam study sessions for students.

Action Step 13-Conduct scholarship workshops for students and parents.

Action Step 14-Develop a marketing plan for all stakeholders (students, parents, community members) to increase awareness of the various pathways offered within the district.

Action Step 15-Develop a systematic approach for updating course information within Infinite Campus annually.

Action Step 16-Provide annual training on scheduling for middle and high school counselors, administrators and leadership teams.

Action Step 17-Create a systematic process for reviewing and approving middle school and high school master schedules annually.

*Objective 3-The BCSD will increase predictors of high school readiness as evidenced by CCRPI.*

Action Step 1-Provide direct, explicit reading instruction through research-based instructional strategies (i.e. close reading, guided reading, consistent, explicit vocabulary instruction, use of advanced organizers, differentiating texts to individual Lexile levels and self-questioning strategies).

Action Step 2-Assess students' reading comprehension skills by using a universal screener at least three times a year.

Action Step 3-Develop a district literacy plan to provide a road map that articulates district literacy improvement goals and describes the steps that will be taken to achieve them.

Action Step 4-Analyze reading data and monitor the use of reading assessment data (i.e. *AimsWeb*, running records, SRI from READ 180, *Classworks*, *ELA* progress assessments).

Action Step 5-Provide intervention to students whose Lexile scores fall below the 25th percentile (i.e. *READ 180*, *System 44*, *iREAD*, *Increased Learning Time*, *FLP*, *Classworks*, *SuccessMaker*, *EIP*, flexible grouping and/or reading remediation classes).

Action Step 6-Provide teachers professional learning in guided reading (Reader's workshop, literacy stations and intervention).

Action Step 7-Monitor the implementation of guided reading and READ 180 instruction in schools.

Action Step 8-Provide priority and focus schools additional assistance from a Co-teach Instructional Coach to ensure effective implementation of the co-teach models.

Action Step 9-Develop co-teach "model classrooms" to serve as an exemplars for district teachers.

Action Step 10-Review schedules and services for Students with Disabilities (SWDs) to monitor student participation in general education.

Action Step 11-Conduct focused walkthroughs to monitor the implementation of co-teaching models.

Action Step 12-Monitor SWD's performance in general education classes to ensure their academic needs are being met.

**Strategic Goal 2 - Increase student and stakeholder engagement as evidenced by a 5-year increase in student enrollment, student participation school organizations and parent participation in school organizations by the year 2020.**

*Objective 1-The BCSD will increase its partnership with students as evidenced by increased student attendance and decreased student truancy.*

Action Step 1-Develop process and timeline for participation in Superintendent's Student Advisory Council.

Action Step 2-Communicate with school administrators to identify students to participate in Superintendent's Student Advisory Council each year.

Action Step 3-Identify and communicate the process for reporting positive stories about schools, students and staff.

Action Step 4-Require students with 10 or more absences along with their guardian to come before the Truancy Task Force once a month.

*Objective 2-The BCSD will increase its partnership with parents as evidenced by increased parental communications.*

Action Step 1-Counselors and social workers will make contact when needed.

Action Step 2-Title I Family Engagement team will work side-by-side with schools to increase parent involvement.

Action Step 3-Develop process and timeline for participation in Superintendent's Parent Advisory Council.

Action Step 4-Communicate with school administrators to identify parents to participate in Superintendent's Parent Advisory Council each year.

Action Step 5-Establish expectations for district leaders to become involved with civic clubs and/or community organizations.

Action Step 6-Establish Partners in Education program to engage local business members in efforts to improve district's success.

Action Step 7-Partner with business community through Business Education Partnership (BEP) alliance with One Macon and Greater Macon Chamber of Commerce.

### **Strategic Goal 3 - Increase leader and teacher effectiveness as evidenced by a 5-year increase in its TEM and LEM by 2020.**

#### *Objective 1-BCSD will demonstrate standards-based classrooms.*

Action Step 1-Create a district Task Force to develop a consistent collaborative planning protocol.

Action Step 2-Provide collaborative planning training to administrators, academic coaches, and teachers to ensure an understanding of how to implement the collaborative planning protocol.

Action Step 3-Monitor the use of the collaborative planning protocol (deconstructing standards, aligning assessments and instruction to the learning target types of the standard, and differentiating instruction) in schools for weekly lesson planning.

Action Step 4-Develop a schedule for monthly meetings with stakeholders input to provide teachers with curriculum assistance throughout the school year.

Action Step 5-Conduct monthly meetings with Milestones teachers to review pacing guides, research-based strategies, and assessment data.

Action Step 6-Conduct classroom observations to ensure teachers are following pacing guides, incorporating research-based strategies, and are utilizing data from assessments to inform instruction.

Action Step 7-Review instructional data with teachers and identify areas for instructional improvement.

#### *Objective 2-BCSD will align the district as a Professional Learning Community.*

Action Step 8-Conduct Aligning Districts as PLCs training to district leaders.

Action Step 9-Provide ongoing PLC training during Victory in Progress (VIP) administrative meetings, Professional Learning Advisory Council meetings and Principal Academies.

Action Step 10-Conduct Professional Learning Communities (PLC) self and post assessments.

Action Step 11-Revise and share the standards-based classrooms rubric with administrators and teachers.

Action Step 12-Develop a standards-based lesson plan template to ensure teaching of a standards-based instructional framework.

Action Step 13-Develop a collaborative planning protocol that encompasses the components of standards-based instruction to ensure standards-based practices will be implemented at the classroom level.

Action Step 14-Provide Formative Instructional Practices (FIP) training to assist administrators and teachers in implementing formative instructional practices which is an integral part of standards-based instruction.

Action Step 15 -Develop district-produced curriculum guides to provide tools to assist teachers in planning effective instruction that focuses on the concepts and skills identified in the district's guaranteed and viable curriculum.

Action Step 16 -Identify examples and exemplars of mastery-level student work to provide models of performance expectations for students.

Action Step 17 -Communicate standards and grade level expectations to students and families.

Action Step 18 -Ensure the district's guaranteed and viable curriculum is consistently and equitably taught to mastery.

Action Step 19 -Implement an instructional framework that describes commonly expected, research-based instructional strategies that actively, meaningfully, and rigorously engage students in learning.

Action Step 20 -Engage teachers in ongoing, intense collaborative work to develop units, lessons and instructional strategies focused on grade-level expectations.

Action Step 21 -Ensure instruction is continually informed by assessment of student learning through intentional and ongoing formative practices (assessment for learning), interim assessments to determine progress toward mastery, and summative assessments to measure mastery (assessment of learning).

Action Step 22-Implement a formative assessment process that is tightly aligned to the standards and grade level expectations to measure student mastery.

Action Step 23-Use a reporting system that identifies student mastery levels on grade-level expectations and growth students are making toward mastery over time.

Action Step 24-Collect and analyze a variety of data including students growth and learning results.

Action Step 25-Monitor the Response to Intervention (RtI) process to ensure Tier III interventions are provided to specifically meet individual student needs with sufficient time, intensity, and frequency needed to address remedial or advanced needs.

## **Strategic Goal 4 - Be a reliable organization as evidenced by a 5-year increase in the Georgia DOE District Effectiveness Measure by 2020.**

*Objective 1-BCSD will manage core processes and projects as evidenced by their identification, documentation, implementation, and inclusion of best practices.*

Action 1-Provide a current and reliable Wide-Area-Network (WAN) infrastructure and local-area-networks (LAN) for all administrative and instructional areas.

Action 2-Manage core technology processes and projects as evidenced by strategic planning, research, testing, and implementation.

Action 3-Troubleshoot network issues and support applications to ensure classroom connectivity and functionality using *Solarwinds*.

Action 4-Increase departmental efficiency by implementing *Track-it!* to handle all Records, Infinite Campus, Data, and Research and Data requests.

Action 5-Implement online registration using Infinite Campus for Spring 2016 Pre-K registration.

Action 6-Create a BCSD Assessments Procedure Manual to include all formative and summative assessment directions.

Action 7-Create and implement a BCSD scheduling manual and timeline for student enrollment.

Action 8-Implement FTE Track along with accompanying processes and procedures to ensure timely sign-off for Georgia DOE state reporting.

Action 9-Increase departmental efficiency by implementing Aesop to manage substitute teacher assignments and employee leave.

*Objective 2-BCSD will manage personnel and finances as evidenced by identification and implementation of best practices and achievement of desired outcomes.*

Action 1-Project reliable enrollment numbers based on trend data, roll-up numbers and infinite campus data.

Action 2-Utilize data from the Metro RESA salary study and adjust salaries as appropriate to ensure that Bibb County remains competitive in hiring talented certified and classified personnel.

Action 3-Implement best practices in hiring personnel; efficient and effective processes and procedures including full implementation of *Applitrack* software.

Action 4-Implement Aesop Substitute and Leave Management System to ensure accuracy in leave data and increase the percentage of jobs filled by substitutes.

Action 5-Implement *Veritime* to monitor employee time and attendance.

Action 6-Accurately report CPI data to the GaDoe.

*Objective 3-BCSD will manage perceptions as evidenced by its response to documented concerns and complaints by stakeholders.*

Action Step 1-Monitor Let's Talk! weekly.

Action Step 3-Invite Board of Education members to district- and school-related events.

Action Step 4-Communicate frequently with Board of Education members, providing regular updates by email.

Action Step 5-Provide regular updates to stakeholders and media about district highlights and achievements through newsletters, video highlights and social media.

Action Step 6-Maintain district and school websites with timely, accurate and useful information.

Action Step 7-Provide parents and staff with important information through School Messenger phone call system.

Action Step 8-Provide stakeholders and media with updates from Board of Education meetings, highlighting information presented and actions taken, through various communications platforms including Board Brief newsletter, video and/or social media.

Action Step 9-Engage in honest, transparent relationship with media.

Action Step 10-Provide up-to-date support on website and social media platforms for all school administrators.

Action Step 11-Share communications process with schools and departments for engaging media to highlight positive news and events.

Action Step 12-Conduct an online survey annually in fall/winter to gather feedback from all stakeholders.

Action Step 13-Utilize data collected from GaDOE's annual school climate surveys.

Action Step 14-Develop process and timeline for participation in Superintendent's Teacher Advisory Council.

Action Step 15-Communicate with school administrators to identify teachers to participate in Superintendent's Teacher Advisory Council each year.

*Objective 4-BCSD will maintain a safe learning environment as evidenced by a reduction in the number of fights and weapons at BCSD sites and activities, and a reduction in worker compensation claims.*

Action Step 1-Supervisors will identify and report possible work place hazards to Mr. David Gowan, Director of Risk Management.

Action Step 2-Employees will participate in safety awareness and training at least once a year.

Action Step 3-PBIS coaches meet once a month

Action Step 4-PBIS coaches will meet with the PBIS team to look at data.

Action Step 5-Principal will share data with staff at least once a month.

Action Step 6-Conduct quarterly walk-throughs.

Action Step 7-Yearly inspection of facilities by fire department.

Action Step 8-Address facilities expenditures approved in the budget.

**Strategic Goal 5 - Employ individuals who are willing to learn and grow as evidenced by the number of employees with multiple degrees, endorsements, or certifications.**

*Objective 1-BCSD will recruit and retain the right people as evidenced by increasing 3-year and 5-year retention rates, attrition rates and Teacher & Leader Effectiveness Measure.*

Action Step 1-Participate in college career fairs in Georgia and surrounding states in close proximity.

Action Step 2-Foster relationships with local colleges and universities to increase the number of student teachers.

Action Step 3-Plan and advertise to increase the number of applicants attending the Bibb County Career Fair.

Action Step 4-The district will provide opportunities for teachers to obtain advanced degrees, endorsements, and additional certifications.

*Objective 2-BCSD personnel will demonstrate they have learned the BCSD values and culture as evidenced by their successful employment with the district.*

Action Step 1-BOE hires and supports a superintendent.

Action Step 2-BOE adopts policies in accordance with laws and state board rules.

Action Step 3-The BOE adopts a budget that adheres to State law provisions and is consistent with the strategic plan.

Action Step 4-The BOE adopts a strategic plan designed to improve student achievement and organizational effectiveness.

Action Step 5-The BCBOE adopts and implements a District Strategic Plan.

Action Step 6-The BCBOE reviews the recommendations of the Georgia Vision Project and adopts a resolution to implement in the BCSD.

Action Step 7-The Governance Team completes the GSBA Governance Team Self-Assessment and developments recommendations for improvement in Board Governance.

Action Step 8-The BCBOE members will meet and/or exceed the State training credit requirements.



Action Step 9-The BCSD is in compliance with standards of all selected accreditation associations.

Action Step 10-The BCBOE will develop a Superintendent's Evaluation Instrument.

Action Step 11-The BCBOE and the Superintendent will determine performance goals for the evaluation process.

Action Step 12-The BCBOE will complete a mid-year evaluation of the Superintendent.

Action Step 13-The BCBOE will complete an annual evaluation of the Superintendent.

Action Step 14-The Leadership teams develops a new employee orientation process.

Action Step 15-The Leadership Team implements new teacher orientation process.

Action Step 16-The Leadership Team ensures all District employees know, understand, and can do what is in the employee handbook.

Action Step 17-The Leadership Team develops and implements administrative regulations that achieve BOE policy.

Action Step 18-The Leadership Team develops and implements the strategic plan.

Action Step 19-The Leadership Teams collaborates with schools to develop and implement School Improvement Plans.

Action Step 20-The Leadership Team ensures the non-negotiables are known, understood, and done.

*Objective 3-The BCSD will employ individuals who will grow from evaluations as evidenced by increasing LAP and TAP.*

Action Step 1-Provide appropriate /required TKES and LKES training.

Action Step 2-Conduct required climate surveys.

Action Step 3-Certified employees will develop performance goals in the platform.

Action Step 4-Review evaluation instruments in place for staff not evaluated through the TKES and LKES instrument.

Action Step 5-Provide classified employees with a self-assessment template in line with the classified evaluation instrument. Classified employees will participate in a pre-evaluation conference with the appropriate supervisor.