Butler County School System

5 – Year Strategic Plan

2021-2026

Revised December 15, 2022

<u>Board Members</u>

Mr. Michael Nimmer, District 1/President

Ms. Carolyn Crenshaw, District 2

Mr. Brandon Sellers, District 3/Vice President

Mr. Wayne Boswell, District 4

Mr. Eric Gomillion, District 5

Mr. Joseph Eiland, Superintendent

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To Our Community:

It is with great pride that we present this 5 Year Strategic Plan to our community. For the past couple of years, the pandemic has presented many challenges to providing a well-rounded education to our students. During that time, we have created a "Closing of School Plan," a "Reopening of School Plan," and now a "Back to School Plan." All of these plans were in direct response to how our system was addressing educating our children during an ever changing pandemic. What this pandemic has certainly taught us all is that in person learning is essential for academic success and for the social emotional health of our students. In spite of the fact that we are still living with a global pandemic, we are more committed than ever to serve students with the highest quality of instruction, services, facilities, and opportunities.

This plan is the culmination of years of gathering data from multiple collaborative sources. We held Town Hall meetings in all three of our communities to collect valuable feedback from stakeholders about how our community expects us to serve our children. We collected surveys from parents, students and staff. We have poured over countless types of student data to get a sense of what our students need academically, socially, and behaviorally. This data led us to focus on four strategic themes to help us serve the whole child and mitigate the learning loss and social isolation brought about as the result of the pandemic. Our four strategic themes are:

- · Building Scholarship through academic recovery
- · Building Support through strategic planning and resources
- · Building Relationships through social emotional learning
- · Building Futures through career explorations and education

It is our intention to use all of our human and fiscal resources to focus on these four strategic themes with the sole purpose of meeting the needs of the Whole Child so that he or she feels empowered to envision and create their very own future. It will take all of us working together to bring life to this vision. I look forward to working with you in this important work.

It has been and continues to be an honor and a blessing to serve as your superintendent.

Sincerely,

Joseph Eiland, Superintendent of Education

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Our Vision:

The vision of the Butler County School System is to be a learning community where students are empowered to envision and create individual pathways to success.

Our Mission:

The mission of the Butler County School System is to collaborate with all stakeholders to create a positive learning environment that supports the academic, social, and emotional well-being of each child.

Our Motto: BCSS - Building Communities for Student Success

Our Core Values: We value...

- *The Whole Child:* We make decisions based on the individual academic, social, and emotional needs of each student.

- *Relationships:* We build relationships through collaboration with integrity, compassion, and respect.

- *Reflectiveness:* We evaluate our efforts in relation to our mission as we strive for excellence.

- *Accountability:* We model transparency in the decisions we make and are accountable for the actions we take.

- *Diversity:* We appreciate the uniqueness of each individual and promote a positive and inclusive environment.

- *Safety:* We promote a safe, healthy, and secure environment that enhances learning.

Our Beliefs: We believe that if we follow our mission, while focusing on our vision and living by our values, then students will be able to...

- Learn in a caring, safe, and secure environment

- Feel accepted and respected as unique individuals

- Model respect for themselves and others

- Be taught by effective and engaging teachers

- Engage in a well-rounded education, which includes academics, arts, and athletics

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- Have equitable learning opportunities

- Become independent thinkers

- Communicate effectively in a variety of ways

- Engage with the community through service learning

- Become responsible and productive citizens

- Communicate with family members to support their academic progress

- Thrive in a diverse and complex global community

- Build trusting relationships

- Use critical thinking skills to make sound decisions

- Obtain access to services that support emotional health

- Secure profitable employment

- Interact and network with colleges and workforce

- Graduate college and career ready

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Strategic Themes, Goals, and Objectives

I. Strategic Theme #1: **Building Scholarship**: **Building Scholarship through academic recovery and enrichment for all students**

> **Goal: Ensure all students are prepared for grade level success, college, and/or career readiness through high-quality teaching and focused experiences for intellectual and social development**

> **Objective 1: Grow all students in accordance with state standards, evidence-based research, and individualized student education plans.**

Strategies/Actions

1. **Develop annual performance benchmarks to promote systematic achievement, growth, and success for all students**

   - Revise curriculum maps to ensure alignment of standards, proficiency scales, assessments, and resources

   - Revise pacing guides to ensure timely teaching and assessment of critical standards

   - Assist students in creating individual portfolios to establish SMART goals and monitor their progress towards achieving those goals
   - Monitor program data regularly to track progress towards meeting developmental benchmarks

2. **Establish core literacy and foundational mathematics goals to promote standards mastery**

   - Use evidenced-based strategies and appropriate resources to support student math and literacy skills

   - Set expectations and non-negotiables for teaching reading, writing, and mathematics

   - Create district common assessments and rubrics to monitor student mastery of state standards

   - Provide professional development for teaching literacy across content areas in all grade levels

- Provide literacy and mathematics supports for families, community partners, and other stakeholders

- Sustain a high quality Pre-K program to ensure readiness for kindergarten

3. Analyze all data sources to plan reliable academic experiences

- Form district and school data teams to ensure instruction is driven by data at both the elementary and secondary level

- Develop a common instructional and assessment language

- Establish formal means for administrators and teachers to share student data results with district, parents, Board members, and other stakeholders

- Implement evidence-based formative assessment strategies

Objective 2: Ensure equitable access to rigorous standards-based instruction and strategic teaching

Strategies/Actions

1. Develop accountability for inclusion and personalized learning through a Multi-tiered System of Supports (MTSS).

- Create expectations for whole and small group planning of instruction delivery

- Implement and monitor Tier I, Tier II, and Tier III instruction in both elementary and secondary schools

- Review and update annually the implementation procedures for Response to Instruction (RTI) and Problem Solving Teams (PST) in every school

2. Support programs to remove barriers to educating vulnerable populations

- Provide students specialized instruction to scaffold access to core curriculum

- Respond to the diversity of needs of all learners

- Utilize differentiated strategies for all learners

3. Support programs that enrich gifted education

- Provide pull out enrichment services for students identified as gifted in upper elementary

- Provide project-based learning opportunities to increase critical thinking skills

- Provide enrichment through differentiated Tier I instruction

II. Strategic Theme #2: Building Support: **Building support through strategic planning and aligning human and fiscal resources to support staff and students**

Goal: Allocate all resources strategically, equitably, and efficiently to meet the needs of students and stakeholders to ensure that students are afforded every opportunity to achieve their own aspirations and goals.

Objective 1. Continue to demonstrate fiscal resource responsibility and monitor for state and federal compliance

Strategies/ Actions

1. Ensure funds spent demonstrate alignment and support of District Strategic Plan and Continuous Improvement Plan goals

- Strategically plan with stakeholders to use federal and state funds to meet the academic and social/emotional needs of students

- Strategically plan with local schools to ensure that their Continuous Improvement Plans align with the District's Strategic Plan

2. Perform a program review to ensure all resources are fiscally responsible, evidence-based, and support high quality teaching and learning

- Conduct curriculum program reviews to analyze impact on student learning and eliminate use of ineffective programs

- Establish a process of selecting and purchasing high-quality evidenced-based programs

- Evaluate services and programs to ensure there is no duplication and/or waste

- Align curriculum programs, instructional practices, academic resources, and professional development to budgets to ensure students have opportunities for mastery of academic standards and growth

3. Intentionally allocate funds to protect and preserve the general fund

- Continue to maintain at least one month's reserve in general fund

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- Coordinate local, state, and federal funds to maximize fiscal resources to support student success

Objective 2: Grow human resource capacity by providing targeted and personalized professional development for instructional staff

Strategies/Actions

1. Define Teacher Effectiveness using Alabama Quality Teaching Standard to include clear and consistent monitoring accountability

- Use the ALSDE Educator Effectiveness Evaluation tool to promote use of high impact teaching strategies

- Use ELEOT tool to ensure student engagement and to inform professional development needs

- Provide timely and focused feedback from observations and/or evaluations

2. Implement a district-wide model for job-embedded professional development

- Ensure online and face to face opportunities for professional learning and growth are available for all instructional staff

- Use student data, observation, and evaluation feedback to individualize the development of instructional personnel through coaching, conferencing, and mentoring

- Establish local and ACLD approved PLUs to address administrative certification requirements for all administrators and teachers with administrative certifications to grow leadership capacity.

3. Schedule and protect time during the school day and beyond for meaningful collaboration among educators

- Establish a professional learning communities to support teaching and learning

- Foster vertical and departmental planning across departments and schools

- Establish monthly times for job-alike collaboration

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4. **Develop a comprehensive PD plan to grow teacher capacity**

- Continue to implement and revise the District Instructional Technology Plan to prepare teachers for implementation of technology infused, hands-on learning

- Establish a cadre of teacher leaders that will be trained to support district-wide instruction transformation

- Use the Cognia Learning Community to provide professional development for individuals, groups, and schools based on identified need

5. **Analyze student data to evaluate effectiveness of current professional learning on student mastery of standards-based instruction**

- Align professional development with the District Strategic Plan, Local School Continuous Improvement Plans, and the Cognia Performance Standards

Objective 3 - Provide and distribute curriculum and technology resources equitably that operate efficiently, improve programs, and enrich student learning.

Strategies/ Actions

1. **Sustain the District's 1:1 Initiative to provide equitable access to technology**

- Upgrade Internet Access to extend beyond the School Building

- Use instructional technology and devices to support teaching innovation, student learning, and engagement

- Support 1:1 device usage in schools

- Implement curriculum software programs that can assist in mitigating learning loss and in closing the learning gap experienced by vulnerable student populations.

Objective 4 - Systematically analyze operational systems to maximize efficiency to provide support services in a timely and sufficient manner.

Strategies/ Actions

1. **Ensure safe and reliable transportation and fleet services**

2. **Ensure facilities support the learning environment**

3. **Ensure nutritious and healthy meals are served**

4. Ensure facilities are safe and welcoming

III. Strategic Theme #3 - Building Futures: Building futures for our students, staff, system, and community by committing to preparing students for college and career readiness

      Goal: Ensure access to quality college and career readiness programs, activities, and resources that engage and prepare students for lifelong learning in a global world of work.

      Objective 1: Develop a systematic approach to organizing career tech courses and pathways that are aligned to high wage, high skilled, and in demand needs of the local workforce providing post-secondary opportunities.

Strategies/ Actions

1. Align CTE courses and programs to high wage, high skilled, and in demand needs of the local workforce.

- Develop sequential progression of pathways for high school programs
- Expand middle school level CTE course opportunities that build upon foundational academic and technical skills needed to be successful in high school
- Build middle school program course pathways in sequence that lead into high school pathway progressions
- Annually review high wage, high skilled, and in demand data of the local workforce to eliminate or restructure obsolete procedures and resources
- Collaborate with the workforce to ensure that career ready credentials are valued and validated by the labor market
- Ensure alignment of dual or articulated college credits to high school credits and/or graduation requirements.

      Objective 2: Develop a systematic approach to implementing career awareness focused on the 16 career clusters and essential soft skills.

Strategies/ Actions

1. Create and implement a Career Cluster Awareness Plan for grades Pre-K through 12th grade

- Align Career Clusters established by Workforce Development with project-based learning using Defined Learning

- Celebrate CTE month (February)
- Celebrate Workforce Wednesdays

2. Provide 8th grade students with exposure to career opportunities through the World of Work program

3. Implement TransfrVR in the Career Academy and in the middle schools

4. Develop CareerSmart Classrooms for all Career Academy Teachers

5. Implement Soft Skills Plan Pre-K-12th

- Observe Professional Tuesdays by dressing for success and implementing the soft skill of the month
- LBW 8th grade Soft Skills Initiative

Objective 3: Develop a systematic approach to ensure that all students receive comprehensive career guidance that leads to a personalized Program of Study (POS) and support in becoming college and career ready graduates.

1. Provide access to career tech programs and organizations for grades 7-12 throughout the district

- Agriscience (FFA)
- Hospitality & Tourism (FCCLA)
- Health Science (HOSA)
- Building Construction Skills (SkillsUSA)
- Business (FBLA)
- JROTC
- Dual Enrollment: Welding, Cosmetology, and Health Science

2. Provide access to career exploration, planning, and career counseling
- Implement Kuder grades 8-12 to plan for career pathways
- Organize college and career visits
- Participate in College Application Week
- Ensure every student completes the FAFSA
- Use HiEd Software to ensure students are on track to graduate

3. Sustain current workforce preparedness opportunities

- JAG
- Ready 2 Work - CTE Seniors
- Work Based Learning (Co-Op)

4. Create College and Career Ready Students by Closing the CCR gap

- Create WorkKeys Boot Camps for 12th graders
- Create ACT Boot Camps for 11th graders
- Create ASVAB Boot Camps for 10th-12graders
- College Placement Test Prep 9th-12th grades
- Expand Dual Enrollment Opportunities and Scholarships
- Expand Military Recruitment Opportunities

Objective 4: Develop a systematic approach to promoting a mindset of curiosity, creativity, and innovation through incorporating Science, Technology, Engineering, Arts, and Mathematics (STEAM) focused programs and activities.

Strategies/ Actions

1. Establish and communicate a STEAM footprint throughout the District

- Develop a comprehensive Computer Science Program for grades 7th - 12th
- Create a Robotics Program using VEX Robotics
- Partner with Auburn University using Score Robotics
- Implement We Build It Better in 7th grade
- Establish STEAM Labs in each school

2. Support and sustain fine and performing arts programs throughout the District

- Maintain Makerspaces in K-4th grades
- Partner with the Montgomery Ballet
- Expand theatre and art programs and opportunities
- Expand participation in band and other musical activities

IV. Strategic Theme #4 - Building Relationships: Building Relationships through a Whole Child approach to education that values social emotional learning, collaboration, and communication

Goal: Promote and support safe, positive, and healthy learning environments

Objective 1: Enhance the support opportunities for engagement in schools to ensure all stakeholders feel safe, informed, included, and valued

Strategies/Action

1. Implement positive behavior/crisis intervention strategies and processes in all of the District's schools

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- Update building-level Positive Behavioral Interventions and Supports plan to intersect with the current RTI plan to address challenging behaviors (MTSS).

- Develop and communicate school-wide discipline/behavior matrix to encourage restorative practices.

- Implement active mentoring programs for students in need of support

- Implement restorative practices and wrap-around services at the BCSS Alternative Learning Center to support the whole child

2. **Implement a Social Emotional Learning Framework**

- Implement an early warning system across all grade levels that gives staff a daily picture of students' well-being and how it might be impacting their academic and social behaviors (Rhithm)

- Implement a book study focusing on anti-bullying, conflict resolution, and peer mediation in grades 4th-8th

- Implement the Peer Helpers mentoring program in each school.

- Educate and train teachers, counselors, and school leadership to recognize and support students who have experienced trauma via Mental Health professional development and Youth Mental Health First Aid certification

- Provide professional development to students and teachers on suicide prevention, intimate partner violence, and by-stander intervention

- Implement communication and outreach on mental health topics and coping strategies

3. **Promote healthy eating, nutrition, and community wellness activities**

- Link events and/or activities between the child nutrition, physical education, and health services programs to promote health and wellness

- Partner and collaborate with community agencies and stakeholders to provide services and resources to address health and wellness.

4. **Develop processes and procedures to offer services in connection with community agencies**

- Establish community partnerships and identify available services to both parents/students

- Include a service portal on district website as a part of the Parent University

● Establish a text messenger hotline for students and parents to receive confidential support and assistance

Objective 2: Develop positive relationships with stakeholders to promote diversity and inclusion, as well as, involvement and participation across the district.

Strategies/Actions

1. **Develop strategies to improve communication in order to remove barriers to family and stakeholder engagement**

● Establish a social media platform that targets students, families, and community stakeholders to foster ongoing communication to inform and celebrate success

● Create Parent University to provide support to parents and families and to strengthen the home-school connection.

● Engage parents, families, and the community in supporting positive student behaviors

● Participate in and launch advisory boards that consist of parents, families, students, and local business partners at each school

● Upgrade phone system to ensure more effective communication with families and stakeholders.

● Provide family friendly communication and documentation

3. **Increase opportunities for extra and co-curricular activities to broaden the scope of learning**

● Administer interest inventory to identify student interests

● Increase available classes, clubs, organizations, and programs to promote learning beyond the classroom

● Support and sustain athletic programs
● Support and sustain After-school Programs

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APPENDIX: District Strategic Plan Themes, Initiatives, and Resources

I. **Building Scholarship through Academic Recovery - Curriculum and Instruction**

   a. New Math Envision Textbooks and Professional Development (SY21-22)

   b. New ELA Textbooks and Professional Development (SY22-23)

   c. Dreambox and PD

   d. LexiaCore and PD

   e. Renaissance Products: STAR Reading, Star Math, Accelerated Reader, myON, Freckle and PD

   f. Reading Coaches, Math Coach, Interventionists, Instructional Aides, AmeriCorps, Bright Beginnings Pre K - and PD

   i. Edgenuity, ACCESS classes

   j. CERT – ACT - and PD

   k. SPIRE, ARI, LETRS - and PD

   l. AMSTI Science - and PD

   m. AMSTI Math, OGAP (Foundation, Standards)

   n. PowerSchool Analytics, PM Assessments, SIS, Spec Prog - and PD

   o. Sped – Presence Learning

   p. Sped – Teach Town

   q. Sped – Sensory Rooms

   r. MTSS/RTI Meetings

   s. Data Meetings

   t. Assessment Program

   u. Summer Programs – 21st CCLC, Literacy Camps, Summer Enrichment, Credit Recovery, Standards Mastery

   v. After School Programs – 21st CCLC, Tutoring and Intervention, Credit Recovery, Standards Recovery, Enrichment Activities

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II.   **Building Support through Strategic Planning and Resources**

    a. Human Resource Capacity **&** Professional Development

        i.   Cognia Learning Community

        ii.   Creating Communities of Success

        iii.   PCN Networks – A+ College Ready Best Practices

        iv.   National and State Conferences: exp. CLAS, MEGA, AASCD, AAFEPA, SSA, 21st CCLC

        v.   Teacher Mentoring and Coaching

        vi.   Teacher Observation and Evaluation

    b.   Technology

        i.   1:1 Initiative: Chromebooks

        ii.   Whiteboards

        iii.   Securely Software

    c.   Health, Wellness, and Facilities Support

        i.   Lead Nurse

        ii.   Safety Supervisor

        iii.   Visitor Management System Software & Supplies

        iv.   ID Badge Software & Supplies

        v.   Long Term Subs in Each School

        vi.   PPE

        vii.   Sanitation Materials and Supplies

        iii.   HVAC upgrades/Air Purifiers

        ix.   Communication Devices and Wifi on School Buses

    d.   District Strategic Plan/Local School ACIPs and PD

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    e. Accountability- **All CSI and ATSI Schools Must Address All Indicators in the ACIP**

        i. Attendance

        ii. Academic Achievement

        iii. Academic Growth

        iv. College & Career Readiness

        v. Graduation Rate

    f. Fiscal Resource Capacity - Federal Funding State and Local Funding

III. Building Futures through Career Explorations and Education - CTE & CCR

    a. Defined Learning - and PD

    b. VEX Robotics - and PD

    c. STEAM/STEM Labs

    d. Build it Better - and PD

    e. Transfer VR Pro - and PD

    f. Soft Skills USA

    g. CareerSafe

    h. Expanded Dual Enrollment Opportunities

    i. WorkKeys Bootcamp

    j. Art Education: Montgomery Ballet, MakerSpaces materials and supplies, Music and Band Instruments

IV. Building Relationships through Social Emotional Learning

    a. Rhithim – Early Warning System - and PD

    b. Mental Health Services Coordinator

    c. Peer Helpers - and PD

    d. Training for Life Mentoring (Be the Vessel)

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    e.   BB&H Mental Health Services

    f.   DARE Week

    g.   Crisis Prevention and Response

        i.   Youth Mental Health First Aid - and PD

        ii.   Suicide Prevention

    h.   Anti-Bullying Book Study – Students and Staff

    i.   Alternative School Program – Restorative Practices - and PD

    j.   Parent University

    k.   Parent Liaisons

    l.   Support for Vulnerable Populations (EL, Homeless, Foster Care, etc.)

    M. Truancy Prevention