Butler County Schools Strategic Plan
2014-2015 through 2018-2019

To our Community

The Butler County School System continually assess itself to ensure we are serving our students with the highest quality instruction, services, facilities, and opportunities. It is with great pride that we present this 5 Year Strategic Plan for 2014-15 through 2018-19 as our plan for making our schools better each year. This plan was created by four committees of stakeholders from both within the system and outside of it to represent a broad range of expertise and interests. It took months of surveying, discussing, and writing but we are sure that these goals are worthy, strategies are progressive, and results are acievable. It is our intent to rregularly examine our progress and report it publicly. Your help and support is welcome as we move the Butler County School System forward toward excellence.

Amy Bryan, Superintendent (July 2014)

Board Members; Linda Hamilton, Billy Jones, Mickey Jones, Joseph Lisenby and Terry Williams

Our Beliefs

- Teach to the standards for each of the required subjects (Alabama College- and Career-Ready Standards - Course of Study)
- Through a clearly articulated and locally aligned K-12 curriculum
- Supported by aligned resources, support, and professional development
- Monitored regularly through formative, interim/benchmark assessments to inform the effectiveness of the instruction and continued learning needs of individuals and groups of students.
- With a goal that each student graduates from high school with the knowledge and skills to succeed in post-high school education and the workforce without the need for remediation as evidenced by multiple measures achieved through multiple pathways to meet the graduation requirements set for students in Alabama.

Mission

Our mission is to enable every student to graduate college and career ready and competitive in a global economy. We will accomplish this mission by providing a rigorous education in a safe, supportive environment that promotes self-discipline, motivation, and excellence in learning.

Learners

Objectives:
1. All students graduate college and career ready as measured by state and local indicators.
2. All students graduate from high school (grad rate).
3. All students perform at or above proficiency and show continuous improvement (achievement/growth).
4. All students succeed (gap closure).

1. All students graduate college and career ready as measured by state and local indicators.

Strategies	Goal Facilitators	Target Date	Evidence
Pre-AP, AP, and dual enrollment teachers will receive professional development to ensure that the courses reflect college-level instruction.	Administrative Assistant for Learners; Administrative Assistant for Teaching & Leading; Principals	2014-2020	Professional Development Session agendas and sign-in sheets
Pre-AP, AP, and dual enrollment teachers will	Administrative Assistant for Learners; Principals	2014-2020	Walkthroughs; Common Assessments

implement rigorous instruction modeling college-level instruction.			
A Mock ACT will be administered to 10th & 11th grade students.	Administrative Assistant for Learners	2014-2020	MOCK ACT Reports
Data meetings will be held at each school to analyze the Mock ACT data and to develop a plan of action for each student.	Administrative Assistant for Learners; Principals	2015-2020	Agendas
Prerequisites for Pre-AP, AP and dual enrollment courses will be established.	Administrative Assistant for Learners	August 2015	Prerequisites will be approved by the BOE
Increase the number of opportunities for students to receive industry credentials.	Career Tech Director	2014-2020	List of credentials offered, # of students receiving credential(s)
Increase partnerships to offer relevant career learning opportunities such as corporate shadowing and community projects.	Career Tech Director	2016	List of partnerships

Provide COMPASS preparation to reduce the number of students requiring remedial courses in reading and math in two and four year colleges.	Administrative Assistant for Learners	2014-2020	COMPASS preparation schedules
Identify students who are potential National Merit Scholars and provide intense tutoring before the administration of the PSAT.	Administrative Assistant for Learners	2014-2020	PSAT tutoring, PSAT administration

2. All students graduate from high school (grad rate).

Strategies	Goal Facilitators	Target Date	Evidence
Establish an alternative setting for struggling students in middle and high school.	Administrative Assistant for Learning Supports	August 2014	Board Meeting Minutes
Establish "Advisory Time" for all students in grades 9-12.	Administrative Assistant for Learning Supports; Principals	August 2015	School schedules
Utilize Kuder in 8th-11th grade to develop 4 year plans to	Administrative Assistant for Learners	2014-2020	Kuder Reports

ensure the students are on track to graduate.			
Implement a leadership development course in high school.	Administrative Assistant for Learners	2014-2020	Schedules and lesson plans

3. All students perform at or above proficiency and show continuous improvement (achievement/growth).

Strategies	Goal Facilitators	Target Date	Evidence
Implement district-wide common benchmark assessments to promote timely assessment of student performance as a means to drive instruction.	Administrative Assistant for Learners	2014-2020	Benchmark assessment results
Conduct regular data meetings at each school to analyze the data from the assessments.	Administrative Assistant for Learners	2014-2020	Sign-in sheets, agendas, and data boards

Research options for implementing a Pre-AP program for grades 3-10.	Administrative Assistant for Learners	May 2015	Meeting agenda
Analyze and research grade reporting for K-12.	Administrative Assistant for Learners	May 2015	Meeting notes
Revise grading scale (if needed) based upon grade reporting research for K-12.	Administrative Assistant for Learners	August 2015	Grading scale

4. All students succeed (gap closure).

Strategies	Goal Facilitators	Target Date	Evidence
Revise the RTI model to ensure that it identifies, influences, and mitigates variables for at risk students.	Administrative Assistant for Student Support	2014-2015	RTI Model
Deliver a rigorous and relevant curriculum aligned to the core content standards.	Administrative Assistant for Learners	2014-2020	Observations
Increase the number of Pre-K classrooms in the district.	Administrative Assistant for Learners	August 2018	# of Pre-K classes, # of students enrolled in Pre-K

Teaching & Leading

Objectives:
1. Employ and retain well-prepared, effective teachers.
2. Employ and retain well-prepared, effective administrators.

1. Employ and retain well-prepared, effective teachers.

Strategies	Goal Facilitators	Target Date	Evidence
Determine recruiting sites based on admission and certification criteria.	Administrative Assistant for Teaching & Leading	January 2015	Recruiting Plan
Enhance our new teacher induction program that includes initial and ongoing professional development and support.	Administrative Assistant for Teaching & Leading	2014-2020	Agendas, feedback from new Teachers
Use multiple measures to evaluate teachers and to determine effectiveness.	Administrative Assistant for Teaching & Leading; Principals	2014-2020	Evaluation summary
Develop a system professional development plan based on evaluation and student data that enables teachers to receive	Administrative Assistant for Teaching & Leading	2014-2020	System Professional Development Plan

professional development with limited loss of instructional time.			

2. Employ and retain well-prepared and effective administrators

Strategies	Goal Facilitators	Target Date	Evidence
Use multiple measures to evaluate administrators and to determine effectiveness.	Administrative Assistant for Teaching & Leading	2014-2020	Evaluation summary
Review student assessment data and administrator evaluation data to determine individual professional development needs.	Administrative Assistant for Teaching & Leading	2014-2020	Evaluation summary
Provide principal coaching.	Administrative Assistant for Teaching & Leading	2014-2020	Schedules, agendas, Coaching Plan
Provide training and practice on effective teacher evaluation.	Administrative Assistant for Teaching & Leading	2014-2020	Schedules, agendas, Training Plan

Learning Supports

Objectives:
1. All students will attend school daily and be engaged in positive and relevant learning environments that promote school pride.
2. All students will develop a sense of personal character and civic responsibility to ensure a learning environment that is safe and civil.
3. All students will be provided with individual and group counseling services.
4. All students will enter every grade prepared.
5. All students will be provided with healthy meals, physical education, and health instruction supported with needed medical and related services.
6. Provide clear, convenient, and timely internal and external communications with all stakeholders.

1. All students will attend school daily and be engaged in positive and relevant learning environments that promote school pride.

Strategies	Goal Facilitators	Target Date	Evidence

Expand student recognition programs for outstanding academic achievements.	Administrative Assistant for Learning Supports	Fall 2014	Expanded list of rewards, incentives, and celebrations for student academic achievements
Implement *Positive Behavioral Intervention and Supports* (*PBIS*) in all schools.	Administrative Assistant for Learning Supports	August 2014	Attendance Reports, Discipline Reports
Routinely monitor and review attendance data by using an early warning system.	Administrative Assistant for Learning Supports; Truancy Officer	August 2014	GTS Meeting schedules
Increase all stakeholders' awareness of the importance of attending school daily.	Administrative Assistant for Learning Supports; Truancy Officer	September 2014	Sample communications
Establish a culture of high expectations for all students.	Administrative Assistant for Learning Supports	Immediately	School Culture Surveys
Reduce student barriers to success by implementing Learning Supports Teams.	Administrative Assistant for Learning Supports	Immediately	Team meeting schedules
Implement interest inventory assessments starting in 2nd grade.	Administrative Assistant for Learning Supports	August 2015	Interest inventory summary

2. All students will develop a sense of personal character and civic responsibility to ensure a learning environment that is safe and civil.

Strategies	Goal Facilitators	Target Date	Evidence
Increase school clubs and organizations' participation in service learning.	Administrative Assistant for Learning Supports	August 2015	List of school clubs, organizations, and service learning projects.
Promote parental and community support for student service learning and achievement.	Administrative Assistant for Learning Supports	August 2015	Sample communications
Implement programs that promote character education in all schools.	Administrative Assistant for Learning Supports	August 2015	List of character education programs & activities

3. All students will be provided with individual and group counseling services.

Strategies	Goal Facilitators	Target Date	Evidence
Implement routine student goal setting.	Administrative Assistant for Learning Supports	Immediately	Goal setting meeting schedules
Implement Alabama's Comprehensive Guidance and Counseling Plan.	Administrative Assistant for Learning Supports	August 2015	List of guidance and counseling services and activities
Employ certified social workers, as appropriate.	Superintendent	August 2016	Personnel reports

Establish and enhance counseling services that focus on college scholarships.	Superintendent	December 2014	Summary of scholarships

4. All students will enter every grade prepared.

Strategies	Goal Facilitators	Target Date	Evidence
Improve grade level and school transitions for students and parents.	Administrative Assistant for Learning Supports	May 2015	List of programs and activities
Analyze existing promotion and retention policy to ensure consistent implementation and student readiness for the next grade level.	Administrative Assistant for Learning Supports	May 2015	Results of analysis
Revise promotion and retention policy (if needed) based upon analysis results.	Administrative Assistant for Learning Supports	August 2015	Board Meeting Minutes
Encourage and increase opportunities for parent/teacher interaction throughout the school year.	Administrative Assistant for Learning Supports	Immediately	Parent Survey results

5. All students will be provided with healthy meals, physical education, and health instruction supported with needed medical and related services.

Strategies	Goal Facilitators	Target Date	Evidence
Increase awareness of the benefits of living a healthy lifestyle.	Administrative Assistant for Learning Supports	Immediately	Sample of healthy lifestyle programs and activities
Increase physical fitness and wellness opportunities for students and parents.	Administrative Assistant for Learning Supports	August 2015	Sample of physical fitness and wellness opportunities
Increase availability of meals to students.	Administrative Assistant for Learning Supports	May 2016	Summary of improved availability

6. Provide clear, convenient, and timely internal and external communications with all stakeholders.

Strategies	Goal Facilitators	Target Date	Evidence
Expand the sharing of information by utilizing additional methods such as district websites, social media, phone calls, texts, printed literature, etc.	Superintendent	Immediately	Summary of communication methods
Increase positive news coverage by spotlighting schools and programs.	Superintendent	Immediately	Samples of news coverage

Establish a district-wide Communication Plan.	Superintendent	May 2015	Communication Plan

System Operations

Objectives:

1. Provide a modern, engaging, technology-rich classroom experience for students.
2. Secure adequate funds and use all money wisely.
3. Ensure that all facilities meet the needs of students, teachers, staff, parents, and the community.

1. Provide a modern, engaging, technology-rich classroom experience for students.

Strategies	Goal Facilitators	Target Date	Evidence
Revise Board Policy to allow Bring Your Own Device in all classrooms.	Superintendent; Board Policy Advisory Committee	January 2015	Board Meeting Minutes
Explore digital Learning Management Systems (LMS) that provide integration with Student Information System for	Technology Staff	Spring 2015	Possible LMS products will be presented and discussed with Leadership Teams representing all schools and

Strategies	Goal Facilitators	Target Date	Evidence
the automated creation of teachers, students, and classes.			grade spans prior to selecting a product.
Implement a system-wide digital Learning Management System (LMS) for all classes that works on multiple devices.	Technology Staff; Administrative Assistant for Teaching & Leading; Chief School Financial Officer	2015-2020	The LMS will be available starting with the 2015-16 school year. Updates will be provided at a Board Meeting prior to August 2015.
Establish funding for a 1:1 Student Digital Learning Initiative to include devices for students and digital textbooks & curriculum.	Superintendent; Chief School Financial Officer; Technology Director	Prior to August 2016	Budget
Implement a 1:1 Student Digital Learning Initiative.	Technology Staff; Administrative Assistant for Teaching & Leading; Administrative Assistant for Learners	August 2016	Devices and support programs and infrastructure will be available to students. Status updates will be provided to the public and BOE.

2. Secure adequate funds and use all money wisely.

Strategies	Goal Facilitators	Target Date	Evidence
Explore options for refinancing existing Bond debt.	Superintendent; Chief School Financial Officer	Fall 2014	Results will be presented to the BOE along with any recommendations for changes

Seek on-going funding from industrial/business partnerships.	Superintendent	2014-2020	The Superintendent will report all new funding to the BOE as it occurs
Secure additional grant funding.	Superintendent	2014-2020	The Superintendent will report all new grant funding to the BOE as notice is received
Increase level of local funding support.	Superintendent; Board Members	Spring 2020	Self evident

3. Ensure that all facilities meet the needs of students, teachers, staff, parents, and the community.

Strategies	Goal Facilitators	Target Date	Evidence
Develop a long-term (20-25 year) Facilities Master Plan.	Administrative Assistant for System Operations	Fall 2015	Progress will be regularly reported to the BOE
Develop district-wide policies and procedures for the day to day upkeep of campuses to ensure consistent results across all campuses.	Administrative Assistant for System Operations; Principals	Spring 2015	Board Meeting Minutes
Replace, maintain, and/or renovate facilities as needed.	Board Members; Superintendent; Administrative Assistant for System Operations	2014-2020	Present the Capital Improvement Plan to the BOE annually for approval