

Proposed Strategic Plan Framework 8.10.2021

Vision

Each Alamance-Burlington School System student is prepared for their future in an inclusive, supportive learning community.

Mission

Engage and empower each student to learn and become knowledgeable, responsible community members.

Core Values

Equity: We ensure excellence for all.

Community: We work together in a safe, nurturing environment where everyone is valued and supported in every respect.

Integrity: We are transparent and honest in all we do.

Excellence: We cultivate and challenge each individual to excel through a variety of opportunities and experiences.

Broad Goal Areas

Goal 1: Learning: Facilitate knowledge and skill development, empowering individuals and communities using approved standards-based curriculum.

Board Priorities

Priority 1.1: Standards and expectations for exemplary classroom teaching and instructional leadership are understood and implemented with consistency, resulting in improved student learning outcomes.

KPI 1.1: Walkthrough data to monitor exemplary classroom teaching
Student outcome data (summative and formative test results, behavior/discipline data)

Key Strategy 1.1.1: Implement learning walk model, collecting and analyzing observational data on fidelity of differentiated core structures and M.I.N.E. learning indicators/evidenced-based practices to inform changes in practice.

Key Strategy 1.1.2: Conduct district PLCs with teachers monthly, and provide data analysis support with leadership teams quarterly in order to intentionally replicate or adjust practices.

Priority 1.2: Student achievement shows reduction in gaps among all demographic groups.

KPI 1.2: NCELI for entering cohort baselines, K-3 early literacy, (we need a K-3 math assessment - working on that), 3-8 EOGs, HS EOCs, WorkKeys, PreACT, ACT, AP, IB, CTE Credentials, disaggregated across all demographic groups

Key Strategy 1.2.1: Implement Multi-tiered Systems of Support (MTSS).

Key Strategy 1.2.2: Engage all MTSS-aligned school staff with rigorous training to implement Tier II and Tier III interventions with fidelity.

Priority 1.3: Programs are monitored, evaluated, and adjusted to maximize student learning outcomes.

KPI 1.3: Program participation (K-5 special programs, 6-8 dual-language?, 9-12 IB, AP, CAP, Fire Academy, etc.), APPL assessment outcomes for dual-language, (need to establish other metrics for other programs, and maybe need to more specifically define “programs”)

Key Strategy 1.3.1: Implement the use of a district data wall (Performance Matters) to determine baseline program outcomes.

Key Strategy 1.3.2: Conduct an annual analysis of program participation and outcomes on unique program measures.

Key Strategy 1.3.3: Establish a long-term (5-year) vision for special programs in the district.

Priority 1.4: Short- and long-term suspensions are reduced with no disproportionality among demographic groups.

KPI 1.4: Educator’s Handbook Data on minor and major incidents, state and federal data compiled from our school and district incidents (PowerSchool and Summative Reports), data disaggregated across all demographic groups

Key Strategy 1.4.1: Establish consistent district behavior core expectations.

Key Strategy 1.4.2: Establish a comprehensive and equitable Tier II and Tier III intervention protocol for behavior.

Key Strategy 1.4.3: Conduct monthly audits of district behavior and discipline data to determine trends and address needs.

Goal 2: Workforce: Recruit, develop, and retain a highly-qualified, workforce more representative of our student population.

Board Priorities

Priority 2.1: Recruiting and hiring strategies are identified and implemented to improve workforce diversity.

KPI 2.1: Establish current workforce demographics and subgroups of staff roles we intended to monitor. Collect information about job postings, recruitment opportunities, and interaction with external stakeholders (IHEs, etc., to determine how to address shortage in the pipeline). Establish metrics for the new Alamance Scholars program before it begins in 21-22.

Key Strategy 2.1.1: Monitor IHE school of education enrollment data/trends to identify education majors in pipeline and begin targeted recruitment.

Key Strategy 2.1.2: Establish measurement to ascertain effectiveness of recruitment platforms/venues and refocus efforts based on this data

Key Strategy 2.1.3: Establish baseline metrics for KPI 2.1

Priority 2.2: School system staff is culturally competent, equity minded, and responsive to all stakeholders.

KPI 2.2: Review Panorama Data (Sense of Belonging), consider implementing [IDI](#) (Intercultural Development Inventory)

Key Strategy 2.2.1: Conduct analysis of IDI and determine implementation

Key Strategy 2.2.2: Establish consistent definitions to accompany Priority 2.2

Key Strategy 2.2.3: Establish baseline metrics for KPI 2.2

Priority 2.3: Professional development is aligned and targeted with resources, programming, and student needs, ensuring it is specific and dynamic for teachers, other instructional staff, and administrators.

KPI 2.3: TWC Survey Results (specific to PD), Establishing baseline data to be collected and monitored after all PD provided by the Accountability Division in alignment with [Guskey's Professional Development Evaluation Framework](#).

Key Strategy 2.3.1: Conduct system-wide professional development in support of M.I.N.E.

Key Strategy 2.3.2: Establish rosters/data sets for district PD to determine correlation between PD and outcomes.

Key Strategy 2.3.3: Conduct a district needs assessment regarding resources needed to implement district requirements with fidelity.

Goal 3: Stewardship: Manage human, fiscal, and physical resources in an equitable, effective, and sustainable manner.

Board Priorities

Priority 3.1: All students have highly-qualified instructional staff, rigorous course offerings, and modern resources.

KPI 3.1: School-specific data on HQ ratio, ABSS Course Guide Audits, Tech Plan review and bond-project/cash capital audits, TWC Survey data.

Key Strategy 3.1.1: Annual technology plan progress reports and updated planning recommendations will be made to the board.

Key Strategy 3.1.2: A bi-annual update of HQ personnel per building as compared to HQ candidates that applied for the posting will be provided.

Priority 3.2: Teacher turnover is reduced and variance is minimized across schools.

KPI 3.2: March-to-March Turnover data - State report, Exit Survey data, TWC Survey

Key Strategy 3.2.1: Develop a new platform for tracking exit data (ie. Gallup).

Key Strategy 3.2.2: Develop process to intentionally monitor and report on trends

Key Strategy 3.2.3: Develop a schedule to review with supervisors and recommend improvement strategies to stakeholders.

Key Strategy 3.2.4: Develop and implement effective retention strategies based on analysis of trend data.

Priority 3.3: Facility standards for modern learning and work spaces are identified and implemented for all school and staff facilities.

KPI 3.3: TWC Survey data. Number of schools with modernized media centers. Media center usage data.

Key Strategy 3.3.1: Assess facilities' status using NCDPI Facilities Guidelines (Revised January 2019) with preliminary focus on shared spaces (e.g. media centers).

Key Strategy 3.3.2: Develop plan to modernize media centers of schools not impacted by bond projects.

Key Strategy 3.3.3: Incorporate media center modernization plan into the capital improvement plan.

Key Strategy 3.3.4: Quarterly facilities plan updates will be provided to the board including bond project updates.

Goal 4: Communication: Implement and maintain effective two-way systems of communication to inform the school system and stakeholders.

Board Priorities

Priority 4.1: All stakeholders have the opportunity to provide ongoing feedback to the school system through a variety of engagement strategies.

KPI 4.1: District will seek input from multiple stakeholder groups to inform leadership and board members

Key Strategy 4.1.1: Develop and implement stakeholder surveys:

- Families new to the district (3 touchpoints w/in first year)
- Staff new to the district (3 touchpoints w/in first year)
- All ABSS Families (annual)
- All ABSS Staff (annual)

Key Strategy 4.1.2: Develop a means for staff to ask questions with Google Form and develop FAQ.

Key Strategy 4.1.3: Develop and implement a series of district events to gather feedback and inform community members and staff.

Key Strategy 4.1.4: Establish teacher, classified, and parent advisory groups to the superintendent.

Priority 4.2: Key elements of the strategic plan, including vision, mission, values, and goals are known and understood by all stakeholders.

KPI 4.2: District will develop and implement strategic plan communications rollout

Key Strategy 4.2.1: Survey stakeholders on instrument outlined in KPI 4.1.

Key Strategy 4.2.2: Develop and distribute stakeholder-friendly strategic plan-at-a-glance, print and digital.

Priority 4.3: School system communication tools are multiple-platform, user-friendly, updated regularly, and support multiple languages.

KPI 4.3.: The district monitors site traffic and reach across all communication platforms and utilize data to inform district on preferred communication tools

Key Strategy 4.3.1: Deploy new website template to include design standards for sites and department pages.

Key Strategy 4.3.2: Develop and implement best practices for social media accounts to include intended audience, content, public records, and administrator expectations.

Key Strategy 4.3.2: Research and implement unified platform(s) for teacher/coach/administrator messaging app to families and students.

Key Strategy 4.3.4: Implement training program for administrators

Priority 4.4: All stakeholders receive regular, timely updates on school system progress in meeting goals and priorities.

KPI 4.4: Document the frequency and reach of communications.

Key Strategy 4.4.1: Develop staff FAQ based on submitted questions from 4.1.2

Key Strategy 4.4.2: Provide quarterly newsletter updates from the superintendent to all stakeholders.

Key Strategy 4.4.3: Publish annual report to the community.