



Calhoun County Schools' Strategic Plan for 2020 Strategic Plan 2015-2020

**Focused on Community and Excellence
Investing in our Future – Every Student, Every Day**

Under the guidance of:

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Superintendent

Submitted by:

The Strategic Planning
Committee

CALHOUN COUNTY SCHOOLS' STRATEGIC PLAN FOR 2020

2015-2020 Calhoun County Schools Strategic Plan Committee

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Calhoun County Schools' Strategic Plan for 2020

Aspiration

The Calhoun County School System aspires to be a world-class educational system preparing all students to be globally competitive for career, for college, and for life in the twenty-first century.

Vision Statement

The vision of the Calhoun County School System is to provide a high quality education by focusing on the value of learning, ensuring success among students and staff, and maximizing potential as we prepare our students to be productive citizens of our community and the world. Calhoun County Schools Technology Department envisions all students being actively engaged and having access to the technology resources and tools needed to support and enhance education. Additionally, the staff of Calhoun County Schools will have training opportunities and support needed to utilize and implement technology.

Mission Statement

It is the mission of the Calhoun County School System to reach and promote the potential of every child in terms of their abilities, learning styles, interests, and diversities. Working in collaboration with all stakeholders, the Calhoun County School System challenges all students to reach their highest levels of achievement through rigorous, high-quality instruction while providing a safe and positive environment.

Executive Summary

The Calhoun County School District is located in northeastern Alabama. It is the largest school system in the county with four other city school systems that exists in the surrounding area. The Calhoun County School System includes 18 schools located in seven different communities that span the county. These school communities range from suburban areas of the cities of Anniston and Oxford to the very rural county areas of population. Our district also provides education to our students through the Calhoun County Career Technical School and the Alternative Education

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Program. Calhoun County School System serves approximately 9,200 students and employs approximately 1250 teachers, administrators and support staff.

General Demographic information about Calhoun County:

With approximately 117,296 people, Calhoun County is the 10th most populated county in the state. In 2010, the median household income of Calhoun County residents was \$38,407. However, 19.5% of Calhoun County residents live in poverty. The median age for Calhoun County residents is 38.2 years young. The largest Calhoun County racial/ethnic groups are White (73.6%) followed by Black (20.4%) and Hispanic (3.3%).

Changes/Challenges:

Calhoun County School System has seen a shift in student population in relation to school communities. Some school zone populations have increased while other school zone areas have decreased. Movement of the population, in some part, has been related to the total economic situation in our county and state. Increase in student population in some communities has caused overcrowding which has led to new school buildings being built. Our school system is also dealing with some very old school structures in some of our communities. Current planning is underway to address these older structures.

Calhoun County School System has been initiating and implementing curriculum and strategies that address 21st Century skills. In that area, we have found the need to upgrade our network and technology so that implementation can occur effectively. Current planning is underway to address this technology need. Our school system is also being proactive in bringing professional development to our teachers so that the most meaningful teaching and learning can occur utilizing 21st Century skills.

Our Priorities

Through the combined efforts of all stakeholders the Calhoun County School System will:

- Make our schools centers of learning opportunities, readily accessible for the surrounding families and residents of our communities,
- Recognize and nurture students as individuals with unique abilities, learning styles, and distinct educational needs,

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- Prepare our students, as well as our staff, with the ability to use technology as a tool for communication and lifelong learning in order to succeed in the 21st century,
- Set a uniform standard for high academic, social and physical skills,
- Establish and monitor benchmarks of success in order to increase student achievement,
- Provide a safe and caring learning environment; one that values diversity, collaboration, and risk-taking,
- Provide access to applicable and purposeful technology resources and tools to meet or exceed the educational goals of the Calhoun County School System. It is our mission to assist and guide staff members of Calhoun County Schools in utilizing technology skillfully and efficiently in the classroom.

Our system continues to provide ongoing support for teachers as they support students. Our PASS program offers a way for students to both excel and recover credits. Two additional graduation dates have been established - a summer graduation and a winter graduation – for students who may need to exit school early due to various circumstances. We also offer go ahead credit for students who wish to pursue a career tech path or wanting to take additional classes offered at their individual school. We have increased our advanced placement classes in every school.

Our Beliefs

A comprehensive public education is paramount. Effective leadership and high quality student learning are essential. Listed below are the core beliefs for improving student achievement and closing learning gaps:

- Every student deserves a safe, positive learning environment that is conducive to learning.
- All students, regardless of socio-economic circumstances or environmental challenges can be high achieving students.
- Schools lay the foundation of good citizenship and the heartbeat of a community.
- We believe in the responsible stewardship of resources.
- Every employee is valued and accountable for student learning.
- A challenging and rigorous curriculum is essential to student success.
- Each individual's unique gifts strengthen the community.
- We believe in fostering a culture and climate that values diversity.
- We believe in fostering lifelong learning for students, leaders, faculty, and staff.

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- We believe in the success of our students beyond their high school years, so that they are ready and prepared in the 21st century.

STRATEGIC PLAN STRATEGIES

Goal 1: *Each school will achieve or maintain a 95% rate of student attendance with our average daily attendance.*

- **Strategy 1** – Seek to eliminate barriers to attendance
 - **Action Plans:**
 1. Identify barriers to attendance through collaboration with parents and families.
 2. Utilize Problem Solving Team (PST) process to bridge barriers.
 3. Make resources available to address barriers.

Resources Needed: Community resources i.e., Family Services, United Way, Mental Health, designated transportation for families, medical and hygiene closets.

Personnel Responsible: Parent Involvement Specialist- Becky Cox, Social Worker – Nicole Burgess, Administrators, Nursing Staff, Teachers, Counselor, ESL Staff/Translator.

Cost Benefit Analysis

Cost

Transportation Reimbursement

Hygiene/Medical Supplies

Benefit

Greater opportunities for students to attend after school

- **Strategy 2** – Improve attendance – Each school will develop a strategy/ strategies to improve student attendance.
 - **Action Plans:**
 1. Schools can implement positive incentives, visuals, mentoring programs, etc.
 2. Behavioral support program used by three community schools.

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3. Information will be shared among all schools within the district through principals' meetings.
4. Implement an incentive program for teacher and staff attendance to recognize excellent and outstanding attendance yearly.
5. Teachers implement engagement strategies during instruction to encourage student attendance, participation, and student affect.

Resources Needed: Professional development on engagement strategies support for incentives

Personnel Responsible: Administrators, teachers, counselors, and mentors

Cost Benefit Analysis

Cost

Incentives

Benefit

Increased student motivation for maintaining good attendance.

- **Strategy 3** – Each school will track and report attendance data
 - **Action Plans:**
 1. Utilize data/PST meetings to chart individual student data to identify barriers.
 2. Collaboration between school/teacher and guardians to discuss attendance issues and its impact on student learning.
 3. Utilize PST process to document attendance goals if necessary.
 4. Implement the Early Warning System.
 5. Utilize multiple methods to communicate attendance policy to parents i.e. SchoolCast, translators, Student Handbook, attendance flyers.

Resources Needed: PST, Schoolcast and Early Warning System

Personnel Responsible: Administration, Teachers, Attendance Clerk

Cost Benefit Analysis

CALHOUN COUNTY SCHOOLS' STRATEGIC PLAN FOR 2020

Cost

Incentives for attendance
Faculty and Staff

Benefit

Increase attendance with students.

STRATEGIC PLAN STRATEGIES

Goal 2: Schools will actively seek opportunities for greater family, community, and stakeholder involvement.

Parents are a school system's most important partners. Through increased communication networks, parent involvement and family engagement initiatives as partners in maximizing student success, the CCBOE will build strong family and community relationships to increase expertise, trust, and shared responsibility for student success.

- **Strategy 1** – Actively seek opportunities for increased parental involvement.
 - **Action Plans:**
 1. Regular Parent Teacher Organization (PTO) meetings and Activities
 2. International Fair
 3. Math University Night
 4. Parent workshops
 5. Parent/student conferences
 6. Home visits
 7. Summer Programs
 8. Parent resources
 9. Online activities/workshops to involve parents, students, and community members

Resources Needed: District and building level personnel assigned to work with parents and online parental resources

Personnel Responsible: All district and building level leadership and personnel

Cost Benefit Analysis

Cost

Parental resources, online, printed, and in person

Benefit

Active parental involvement

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Technology upgrades
Transportation

Greater access to online resources
Access to year-round learning

- **Strategy 2** – Actively seek opportunities for increased community and stakeholder involvement.
 - **Action Plans:**
 1. Partner with local churches (mentors, prayer breakfasts, tutors, etc.)
 2. Partner with local businesses (volunteers, mentors).
 3. Involvement with Calhoun County Chamber of Commerce, Jacksonville State University, and Gadsden State Community College.

Resources Needed: District and building level personnel to work with community and stakeholders.

Personnel Responsible: All district and building level leadership and personnel.

Cost Benefit Analysis

Cost

Personnel

Benefit

Greater community connections and ongoing relationship.

STRATEGIC PLAN STRATEGIES

Goal 3: Engage and empower the teachers, leaders, and learners through technology.

- **Strategy 1** – Professional Development- The district will provide professional development opportunities to teachers to develop strategies that incorporate the use of digital tools into the daily curriculum through Technology in Motion and i21 Zone.
 - **Action Plans:**
 1. Provide staff development in the use of technology for certified and non-certified employees.
 2. Provide staff development for teachers in order to embed technology curriculum.
 3. Place an emphasis on active engagement of student use of technology tools to enhance learning.

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4. Teachers will provide hands on learning and the creation of curricular units and assessments.
5. Teachers will facilitate student-centered classrooms that encourage student self-direction and higher-order thinking through the use of technology.

Resources Needed: Professional Development Materials and Substitutes

Personnel Responsible: CCBOE, Local School Administration, Teachers, Instructional Coaches, Professional Development Specialist

Cost Benefit Analysis

Cost

Substitute Teachers

Benefit

Students, leaders, parents and teachers will increase proficiency using technology.

Teachers will have time to learn and grow.

- **Strategy 2** – Increase availability of technology for staff and students.
 - **Action Plans:**
 1. Commit funds each year for replacement and purchase of emerging technology for instructional use.

Resources Needed: Local and District Budgets

Personnel Responsible: CCBOE, Local School Administration

Cost Benefit Analysis

Cost

Increased and updated technology

Benefit

Students will have access to new and reliable technology.

STRATEGIC PLAN STRATEGIES

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Goal 4: Students will increase proficiency in core academic content to prepare them for the 21st Century workforce.

- **Strategy 1** – Professional Learning Teams will meet quarterly to collaborate, learn, and determine instructional goals and expectations.
 - **Action Plans:**
 1. Train, guide, and support writing across content areas.
 2. Plan with AMSTI, ARI, and district personnel to determine outcomes for each session and materials needed.
 3. Provide opportunities for on-site coaching and sharing.

Resources Needed: Professional Development Materials and Substitutes

Personnel Responsible: CCBOE, Local School Administration, Teachers, Reading Coaches, Math Coaches, PD Specialist

Cost Benefit Analysis

Cost

AMSTI, ARI = 0

Substitutes Teachers

Benefit

Students will become more proficient in core academic content.

Teachers will have time to learn and grow.

- **Strategy 2** – All schools will address student learning and behavioral pitfalls via PST meetings.
 - **Action Plans:**
 1. Train, guide, and support writing across content areas.
 2. Training on standards based grading to address student learning?
 3. Local schools will determine dates and times to meet quarterly to discuss data, student needs, and instructional adjustments.

Resources Needed: Local and District Schedules, Substitutes, Assessment Data, Student Work samples

Personnel Responsible: CCBOE, Local School Administration, Teachers, Instructional Coaches

CALHOUN COUNTY SCHOOLS' STRATEGIC PLAN FOR 2020

Cost Benefit Analysis

Cost

Substitutes Teachers

Benefit

Students will increase proficiency in core academic content.

- **Strategy 3** – All schools will provide opportunities for advanced level learning through the installation of Advanced Placement classes and through vertical alignment of content areas in preparation for Advanced Placement (AP) classes at the senior high level. The CCRS Summer Academies provide training for Pre-AP for ELA, Science, and Math. In the future, we will evaluate the need to provide Advanced Placement classes in 6th and/or 7th grades.
- **Action Plans:**
 1. Teachers will attend AP Training.
 2. Schools will apply for the A+ College Ready Grant or seek out additional sources of revenue to help fund AP training.

Resources Needed: Money for training and expenses.

Personnel Responsible: CCBOE, Local School Administration

Cost Benefit Analysis

Cost

Approximately \$1,000 per teacher.

Benefit

Students will increase proficiency in core academic content.

- **Strategy 4** – Use formative and summative assessments to guide decisions.
 - **Action Plans:**
 1. Train administrators and teachers to formatively assess using strategic teaching strategies.
 2. Training on standards based grading
 3. Local schools will determine dates and times to meet quarterly to discuss data, student needs, and instructional adjustments.

Resources Needed: Professional Development Materials and Substitutes

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Personnel Responsible: ARI Instructional Specialists

Cost Benefit Analysis

Cost

AMSTI

ARI

Substitute Teachers

Benefit

Students will increase proficiency in core academic content.

- **Strategy 5** – Increase Career Technical opportunities for all students.
 - **Action Plans:**
 1. Use Kuder results to guide four year plans.
 2. Add additional classes to Career Tech Center based on student needs.
 3. Utilize career preparedness class to explore career paths.

Resources Needed: Kuder Program, Career Preparedness teachers

Personnel Responsible: CCBOE, Career Tech, Local School Administration, Guidance Department, Teachers

Cost Benefit Analysis

Cost

Foundation Units

Additional Units

Benefit

Students will increase proficiency in core academic content to prepare them for the 21st Century workplace.

Goal 5: *Prepare and support teachers and leaders to graduate students who are college and career ready.*

- **Strategy 1** – Professional Learning Teams will meet quarterly to collaborate, learn, and determine instructional goals and expectations.
 - **Action Plans:**
 1. Train, guide, and support writing across content areas.
 2. Plan with AMSTI, ARI, and district personnel to determine outcomes for each session and materials needed.
 3. Provide opportunities for on-site coaching and sharing.

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Resources Needed: Professional Development Materials and Substitutes

Personnel Responsible: CCBOE, Local School Administration, Teachers, Reading Coaches, Math Coaches, PD Specialist

Cost Benefit Analysis

Cost

AMSTI

ARI

Substitute Teachers

Benefit

Students will increase proficiency in core academic content.

Teachers will improve and strengthen their instruction to prepare our students for success in being college and career ready.

Measuring Our Success

OUR STRATEGIC PLANNING FRAMEWORK focuses on the key competency areas of academic excellence, college and career readiness, and preparing our students for the 21st century. The Calhoun County Schools' administration, faculty and staff will align its work with the needs of schools through analysis of individual school data and allocation of resources. Additionally, based on professional development, community engagement, and strategic interventions, every school and office will engage in professional learning activities focused on school improvement on a yearly basis according to the ASSIST guidelines from AdvancEd. The system and schools' ASSIST Continuous Improvement Plan (ACIP) is the primary tool we use to understand and know the strengths and needs of all schools, so that we may serve them well. It is based on using multiple data sources in areas that promote the conditions for student success.

STUDENT OUTCOME DATA

Districtwide Targets and Milestones

- State assessments
- Technology implementation
- Decreased dropout rate
- On-going formative assessments for every student
- Increasing graduation rate

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- Advanced Placement enrollment
- ACT
- Student attendance at 95% or better

PERCEPTUAL DATA

Stakeholder Feedback

- Student, staff engagement survey
- Calhoun County Schools parent engagement survey

IMPLEMENTATION DATA

ASSIST Continuous Improvement Plan

I21 Zone

- Implementation rubric

Professional Learning Communities (PLTs)

- PLT implementation survey

