

STRATEGIC PLAN



Engage. Challenge. Inspire.

2015-2020

Mission

The mission of Bristol Tennessee City Schools is to ensure students achieve **College and Career Readiness** through **Academic Excellence**.

OBJECTIVES

Goal 1 Academic Excellence

Objective 1: Achievement

By 2020, student achievement in math, English language arts, science, and social studies will rank in the top 10% of the state. Ninety percent of students will read proficiently by the end of third grade.

Goal 1 Academic Excellence

Objective 2: Growth

By 2020, district growth rates for literacy, numeracy, and the composite will attain a Level Five.

Goal 2 College and Career Readiness

Objective 1: ACT

By 2020, ACT composite score for the district will rank in the top 10% of the state. The percentage of students meeting all four college-readiness benchmarks will rank in the top 10% of the state.

Goal 2 College and Career Readiness

Objective 2: Graduation Rate

By 2020, the district graduation rate will meet or exceed 93%.

Goal 2 College and Career Readiness

Objective 3: Post-secondary Going Rate

By 2020, 80% of all graduating seniors will pursue post-secondary education, including enrollment in college, technical school, or the military.

GOAL 1:

Academic Excellence

Objective Number 1: By 2020, student achievement in math, English language arts, science and social studies will rank in the top 10 % of the state. Ninety percent of students will read proficiently by the end of third grade.

Initiative Number 1: Provide academic structures and support to increase student proficiency.

#	ACTION PLANS
1.	Create personalized learning opportunities for student success. <ul style="list-style-type: none">a. Jump Startb. Summer reading programsc. Project-based learningd. Reading Buddies
2.	Develop and implement a teacher-leader model. <ul style="list-style-type: none">a. Academic coachesb. RTI school leadersc. PLC leadersd. School leadership teams
3.	Research and establish future school configurations. <ul style="list-style-type: none">a. Grade bands (PK-5, 6-8, 9-12)b. Revised Facilities Plan for renovating and building schools

Initiative Number 2: Provide professional development to increase student proficiency.

#	ACTION PLANS
1.	Provide opportunities for teachers to collaborate and share manipulatives, ideas, and rigorous curriculum strategies to support multiple methods of learning (within and across schools in the district). <ul style="list-style-type: none">a. Provide early dismissal for students at regular intervals for teachers, both vertical and grade level
2.	Develop an ongoing mentee to trainer program for new teachers on a three-year cycle (based upon the Mooresville Model).
3.	Provide ongoing professional development in effective Tier I instruction, including the use of small groups to personalize instruction at all grade levels. <ul style="list-style-type: none">a. Differentiated instructionb. Groupingc. Digital toolsd. Blended learning

	<ul style="list-style-type: none"> e. Writing across the curriculum f. State initiatives such as Read to be Ready
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Initiative Number 3: Provide families with the educational opportunities and materials to better link the school and home environment to increase academic achievement.

#	ACTION PLANS
1.	<p>Create an engagement plan for each school to increase families with opportunities to engage in their child’s education.</p> <ul style="list-style-type: none"> a. Identify a contact person at each school to serve as a family engagement liaison b. Create and implement academic celebration plan at each building c. Provide district-wide workshops that assist parents in helping their children to be successful in all academic areas d. Provide parents with informational documents from the district containing specific skills required for each grade level/course offering e. Research and implement a new student report card and additional ways to share student data that is more understandable to families and aligned to new standards and assessments

Objective Number 2: By 2020, district growth rates for literacy, numeracy, and the composite will obtain a level 5.

Initiative Number 1: Implement district-wide data conferencing program that analyzes grade-level performance of all learners and helps students set and attain personalized, achievable goals for growth.

#	ACTION PLANS
1.	Data conferencing.
2.	Professional development and training of stakeholders.
3.	Celebrate and communicate.

Initiative Number 2: Provide training and support for teachers to prepare students to show growth on TNReady English, reading, and math assessments.

#	ACTION PLANS
1.	Curriculum and assessments.
2.	Focus on non-fiction.
3.	Writing across the curriculum.

GOAL 2: College and Career Readiness

Objective Number 1: By 2020, ACT composite score for the district will rank in the top 10% of the state. The percentage of students meeting all four college-readiness benchmarks will rank in the top 10% of the state.

Initiative Number 1: Provide resources and opportunities for students to improve ACT scores.

#	ACTION PLANS
1.	Implement and evaluate ACT Preparation Camp for all students required to test. The ACT Preparation Camp boot camp will be offered four times per year during the months of December, February, April, and June.
2.	Purchase, clarify the expectation for, and evaluate the use of The Real ACT Prep Guide books (red) for all juniors.
3.	Develop, implement, and evaluate a vertically aligned strategy for ACT preparation exposure in Tier 1 instruction at all levels.

Initiative Number 2: Incorporate ACT data into a district-wide data conferencing program that helps students set and attain personalized achievable goals for ACT.

#	ACTION PLANS
1.	Establish and evaluate the effectiveness of a district data team with members representing all schools to determine best practices in data conferencing specific to each grade level (PK-2, 3-5, 6-8, and 9-12), and conduct on-going evaluation of data conferencing process.
2.	Develop and evaluate a district-wide process of data conferencing (appropriate to grade level) that provides accurate analysis of student performance and goal setting. Include current grades, TVAAS projections (reading/English, math, ACT, Explore, PLAN), benchmarks, college readiness benchmarks, and test scores such as TNReady, STAR, Explore, Plan, ACT, AP (and other relevant information such as attendance, work ethic, early warning indicators, etc.). Include a specific timeline for data conferencing throughout the school year.
3.	Train all staff members (teachers, counselors, EAs, and administrators) in use and interpretation of chosen data conferencing process. Include time for subject/grade-level PLCs to study and review data.
4.	Train all students and parents in interpretation of individual student data and goal setting.
5.	Celebrate successes in student data growth and achievement in all areas.
6.	Make the community aware of BTCS's focus on setting data-driven personal goals for students and encourage community support.

7.	Hire an ACT preparation coach who would design and implement ACT specific data conferencing with every student in grades 9-12. This conferencing would include analyzing practice tests and previous scores to customize an individualized plan for gathering resources, test preparation, registering to take the ACT, and a plan to improve specific areas of need on the ACT. ACT goal setting would reflect the student’s college-bound plans and ACT readiness benchmarks.
8.	Have all juniors take an ACT practice test in September. Scores would be analyzed and distributed to students by October 1. These scores will be used in data conferencing and ACT Boot Camps.

Initiative Number 3: Provide an aligned and rigorous curriculum with quality instruction to increase ACT results.

#	ACTION PLANS
1.	<p>Academic coaches will align the ACT College and Career Readiness Standards to each teacher’s curriculum documents.</p> <ul style="list-style-type: none"> a. Math will use math standards. b. English will use English standards. c. Science will use science standards. d. Social Studies will use social studies standards. e. CTE will use math, English, science, and/or reading standards, based on what best fits their curriculum. f. P.E. will use science and math standards. g. Foreign language will use English and/or reading standards.
2.	<p>Academic coaches will select appropriate ACT questions from released ACT tests and The Real ACT Prep Guide and will share them with teachers.</p> <ul style="list-style-type: none"> a. Teachers will use the selected ACT questions during instruction and assessments. b. 3-6 teachers will use the Exemplar sample test items from ACT Aspire.

Objective Number 2: By 2020, the district graduation rate will meet or exceed 93%.

Initiative Number 1: Implement strategies and programs at the high school level to increase graduation rate.

#	ACTION PLANS
1.	Develop a five-year comprehensive graduation plan to include, at a minimum, reaching out to high performing school districts to determine best practices, identifying at-risk incoming 9 th graders, hiring a graduation coach to assist students in college and career readiness, implementing attendance requirements for juniors and seniors attending graduation and/or the prom, and investigating Freshman Academy models.
2.	Develop a plan for investigating and implementing best grading practices including standards-based and competency-based grading.
3.	Implement attendance requirements for juniors and seniors attending graduation and/or prom.

Initiative Number 2: Pursue active programs of family and community engagement at all levels to positively impact graduation rates.

#	ACTION PLANS
1.	Designate a staff member in each school to implement BTCS family engagement programs and opportunities to include needs assessments and family workshops.
2.	Provide family engagement professional development for staff to include topics related to educating at-risk students and building strong home-to-school relationships.
3.	Continue existing community partnerships and develop additional local business partnerships with the intent to provide internships and work-based learning opportunities.

Initiative Number 3: Establish a flexible alternative school program.

#	ACTION PLANS
1.	Research flexible learning opportunities to include alternate school, non-traditional school programs, Saturday school, and online learning opportunities.

Initiative Number 4: Implement an early warning system (EWS) at all levels to ensure every student is on the pathway to graduation.

#	ACTION PLANS
1.	Research, design, and implement an early warning system (EWS) to identify at-risk students at all grade levels, provide appropriate interventions, and monitor progress toward graduation.
2.	Establish admission and attendance protocol and policies.
3.	Establish a plan for offering credit recovery opportunities to students.

Objective Number 3: By 2020, 80% of all graduating seniors will pursue post-secondary education, including enrollment in college, technical school, or the military.

Initiative Number 1: Create a comprehensive post-secondary preparation program to increase student enrollment in post-secondary educational opportunities.

#	ACTION PLANS
1.	Create a personalized plan with every student to investigate post-secondary options and increase student awareness of post-secondary options.
2.	Designate middle and high school counselors and assigned staff members, to review academic student data to inform strategic course placements.
3.	Research interest surveys to middle and high school students and choose the survey for administration. (Example: Kudor)
4.	Designate middle and high school counselors and other staff members to facilitate opportunities to increase dual credit, dual enrollment, and Advanced Placement enrollment.
5.	Incorporate college readiness curriculum/skills into designated high school courses.
6.	Review universal data additional support in ELA and math as provided through RTI2 and providing advance placements opportunities for students to meet and/or exceed ACT benchmarks.
7.	Designate personnel to develop cross-curricular project-based learning opportunities in high school classes to encourage investigating a myriad of college and career investigations.

Initiative Number 2: Deliberately shape district and school cultures to positively impact and support student readiness for college and career.

#	ACTION PLANS
1.	<p>Promote substantial and genuine parental involvement.</p> <ul style="list-style-type: none"> a. Encourage parents to sign a contract with teachers and students specifying respective responsibilities and mutual expectations for post-secondary preparation. b. Communicate often via multiple sources including home visits, utilization of technology, calls, notes, and newsletters for example. c. Encourage parents to attend post-secondary information sessions. d. Encourage parent to attend school events e. FASA nights f. College and career fairs g. Parent academic coaching sessions h. Freshmen parent ACT information sessions i. Collaborating
2.	<p>Create and sustain systematic counseling process utilizing teachers, counselors, administrators, and parents to communicate future post-secondary options to students.</p> <ul style="list-style-type: none"> a. Initially create in middle school (6th grade). Plan should specify career choice and required education level. b. Data conferencing with students should refer to plan to ascertain pathway success and should be revisited yearly. Parents should collaborate and sign.
3.	<p>Nurture a shared sense of purpose. Discuss shared beliefs.</p> <ul style="list-style-type: none"> a. Expand cultural network by conveying beliefs and expectations to new employees, students, and parents.
4.	<p>Align marketing/branding.</p> <ul style="list-style-type: none"> a. Signs b. Banners c. Symbolic clothing
5.	<p>Increase TN Promise participation and mentorship annually.</p> <ul style="list-style-type: none"> a. Promote mentor educators, administrators, and parents
6.	<p>Create academic club or expand scope of existing club to focus on ACT preparation and to reward success. Example Plus 30 and Plus 2 clubs</p>
7.	<p>Publicize and celebrate successful students and accomplishments.</p>
8.	<p>Design new partnerships with post-secondary institutions to expand student opportunities to complete articulation exams successfully.</p>