



# Strategic Plan 2018-2021

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## PURPOSE: WHY WE ARE HERE

To provide safe and engaging learning environments that prepare students for their tomorrow

## DIRECTION: WHAT WE AIM TO DO

Our students will become successful, responsible citizens in an ever-changing global society

## BELIEFS: OUR CORE VALUES

Teaching the whole child

Personalizing instruction

Empowering world-class educators

Encouraging personal growth

Embracing diversity

Investing purposefully

Collaborating and communicating

# GUIDING PRINCIPLE 1: ACADEMIC EXCELLENCE

**Goal:** *All Buncombe County Schools take collective responsibility to increase the academic growth and achievement of each student.*

Action Items	Lead	Outcomes
<b>Action 1a:</b> Meet the needs of each student through the delivery of an engaging, rigorous, standards-based curriculum	Curriculum/ Instruction Associate Superintendent	All schools meet or exceed school growth as measured by EVAAS (Education Value-Added Assessment System)
		Each student subgroup meets or exceeds long-term test proficiency goals as measured by NC End-of-Grade/Course assessment data
		Teachers have instructional resources to support quality teaching and learning
		Teachers and administrators receive NC standards-based professional development that embeds the newly adopted Digital Learning Competencies
		Teachers and administrators receive strategic professional development on the Professional Learning Communities Continuum
		All schools begin implementation of MTSS (Multi-tiered Systems of Support) model for school improvement
		Teachers use materials or lessons that counteract stereotypes and acknowledge contributions of all cultures

<b>Action 1b:</b> Build learning environments to meet the social, emotional and physical needs of each child	Student Services and Curriculum/ Instruction	School staff receive professional development on best practices in meeting the social, emotional and physical needs of each child
		All schools adopt a refined tiered problem solving model with district support
		Safe and respectful classroom environments promote students' ability to focus on learning
<b>Action 1c:</b> Develop college- and career-ready graduates	Curriculum/ Instruction	Each student meets or exceeds proficiency standards as measured by state criteria
		Each high school student has an individualized multi-year Career and College Ready plan to improve on-time graduation rate
		Each school contributes to the goal of BCS becoming a North Carolina Global Ready District
<b>Action 1d:</b> Recruit, train and retain highly effective educators	Human Resources and Curriculum/ Instruction	Highly qualified educators apply and are hired to work in Buncombe County Schools
		Each teacher's learning needs are met through the delivery of ongoing high-quality professional development
		New teachers benefit from a supportive Beginning Teacher Program that includes a focus on school-based peer mentor development
		Partnerships with local government and community partners are expanded to secure resources to support educators

# GUIDING PRINCIPLE 2: SAFETY & SUPPORT SYSTEMS

**Goal: All Buncombe County Schools will maintain safe learning environments and enhance wellness for all students and staff.**

Action Items	Lead	Outcomes
<b>Action 2a. Communications:</b> Increase effective communications to promote school success and safety	Communications	School excellence is highlighted through year-round marketing via media, websites, and social channels
		Stakeholders and staff receive relevant information through district-produced videos
		Internal and external stakeholders engage in two-way communication
<b>Action 2b. Student Services:</b> Improve student outcomes and resilience by using continuum of social-emotional and behavioral health supports	Student Services and Curriculum/ Instruction	All middle and high schools will be trained in Compassionate Schools Framework and related trauma-informed and resilience-building strategies integrated into Multi-tiered Systems of Support
		All schools will utilize a tiered continuum of behavior supports to improve attendance, behavior and academic performance
		Students have access to a broader continuum of community agency school-based mental health services
		District staff research and implement restorative practices that improve equity in school discipline and behavior supports

<p><b>Action 2c. Technology:</b> Enhance each school’s ability to equitably support student-centered modern digital teaching and learning in a safe and secure environment</p>	<p>Technology Services</p>	<p>Teachers, building on their initial 30 hour BEST 1:1 training, will have access to professional development opportunities focused on standards-based student outcomes, personalized learning, and integrating Science, Technology, Engineering, Arts, and Math across the curriculum</p>
		<p>Students who do not have Internet access at home will have access to “Homework Hotspots” to support equitable learning opportunities</p>
		<p>Students will have opportunities for expanded distance/virtual/blended learning</p>
		<p>All students will continue to have state-of-the-art devices to support their learning (4 yr. 1:1 life cycle refresh plan)</p>
		<p>Annual increases in the number of classroom presentation suites upgraded from projection to flat panel</p>
		<p>All schools will have centrally integrated front door video buzz-in camera systems to enhance access control</p>
		<p>All schools will have centrally integrated smart locks on select exterior doors at all schools to enhance access control</p>
		<p>All elementary schools will have five or more security cameras installed to enhance safety</p>
		<p>County 911 dispatch office will be able to access live camera feeds in emergency situations</p>
		<p>All schools will be upgraded to Voice over Internet Protocol phone systems</p>
<p>All high school head-end PA systems refreshed</p>		
<p><b>Action 2d. Human Resources:</b> Recruit and retain a highly skilled workforce while maximizing safe learning environments</p>	<p>Student Services/ Assistant Superintendent</p>	<p>An expanded number of employees focus on student behavioral health and school safety issues</p>
	<p>Human Resources</p>	<p>Recruiting efforts focus on hiring highly skilled employees in hard-to-fill areas and from diverse backgrounds</p>
	<p>Assistant Superintendent</p>	<p>Employees receive additional professional development opportunities in areas of student and workplace safety</p>

<p><b>Action 2e. Finance:</b> Explore additional funding sources and innovations to maximize efficient and effective use of resources</p>	<p>Finance/ Accounting</p>	<p>Staff secure additional grant opportunities and financial resources</p> <p>Staff receive additional financial training and awareness designed to promote cost-saving strategies</p> <p>Buncombe County Schools maintains compliance with State, Federal and Local statutes, policies and procedures through annual external financial audit</p>
<p><b>Action 2f. Facilities:</b> Provide inviting learning environments while enhancing longevity and safety of facilities</p>	<p>Assistant Superintendent/ Facilities</p>	<p>Schools have equitable interior and exterior security improvements (e.g. perimeter fencing, enclosed pathways, access roads, guard shacks, gates, communications and line of sight)</p> <p>All high school food labs become modernized to meet curriculum standards</p> <p>Turf and tracks will be replaced at all high school stadiums</p> <p>District prioritizes and completes ADA compliance improvements (e.g. interior and exterior/public spaces)</p> <p>Community High School addition and renovation is complete</p> <p>Schools facilities are prepared for <i>K-3 Class Size Reduction</i> state mandate</p> <p>Student population, accomodations, membership, capacity and future development trends are monitored yearly</p> <p>BCS pool is completed with increased capacity</p> <p>Newly designed instructional spaces facilitate research-based student-centered learning</p> <p>School-based itinerant teachers, coaches and specialists have dedicated work spaces</p>

<p><b>Action 2g. Maintenance:</b> Ensure all local, state, and federal building and safety codes are maintained and energy efficiency upgrades continue throughout the system</p>	<p>Assistant Superintendent/ Maintenance</p>	All schools have inviting and safe learning environments
		Campuses are clean and well-landscaped
		Energy efficient LED lighting is upgraded countywide
		Equipment and buildings are improved for energy-efficiency and reduced maintenance cost
		Equitable building upgrades are completed as determined by the capital outlay committee
		Schools are regularly inspected and findings are corrected in a timely manner
<p><b>Action 2h. Transportation:</b> Develop and maintain efficient and safe procedures that will serve the school community</p>	<p>Assistant Superintendent/ Transportation</p>	Buses are equipped with eight camera stop-arm systems to reduce stop-arm violations
		Global Positioning Systems (GPS) is upgraded to improve safety and services
		Vehicles are maintained and inspected and findings corrected in a timely manner
<p><b>Action 2i. School Nutrition:</b> Serve nutritious, appetizing, and cost-effective meals that support the health and well-being of all BCS students</p>	<p>School Nutrition</p>	District is in compliance with Federal, State and Local Policies and Regulations through annual reviews as required by the USDA (7 CFR 210 Part 210 found at <a href="http://www.fns.usda.gov">www.fns.usda.gov</a> )
		School Health Advisory teams have increased stakeholder involvement
		Professional development exceeds minimum standards for all School Nutrition Professionals
		Web presence shares Nutritional Analysis, Menus, Allergen Information, Civil Rights Statements, Procurement and Free and Reduced Information
		Social media promotes School Nutrition programs
		Fiscally sound management practices increase cost saving measures

## GUIDING PRINCIPLE 3: LEADERSHIP DEVELOPMENT

**Goal:** *All Buncombe County Schools are committed to develop a diverse group of highly qualified leaders who empower others.*

Action Items	Lead	Outcomes
<b>Action 3a.</b> Build leadership capacity of current administrators	Superintendent/ Associate Superintendent	The leadership framework articulates a shared understanding of leader expectations for administrators
		Current administrators strengthen their leadership skills via their participation in Leadership Academy in partnership with Western Region Education Service Alliance (WRESA)
		High quality professional development for administrators focuses on effective school and district leadership
		Current administrators benefit from mentor/coaching support designed to meet their individual needs
<b>Action 3b.</b> Identify and develop leaders who can foster innovation and collaboration	Superintendent/ Associate Superintendent	Annual cohort of teachers/educators strengthens their leadership skills via an intentionally designed administrative leadership program
		Teacher leaders engage in leadership and decision-making opportunities at the district level
<b>Action 3c.</b> Develop strong student leaders in every Buncombe County school	Superintendent/ Associate Superintendent	Students strengthen leadership and decision-making skills at the school and district level
		Students benefit from curricular and extracurricular opportunities available at the school level

## GUIDING PRINCIPLE 4: FAMILY & COMMUNITY ENGAGEMENT

**Goal:** *All Buncombe County Schools will fully engage families, communities, and staff to work together for the success of each child.*

Action Items	Lead	Outcomes
<b>Action 4a:</b> Establish and maintain strong family and community partnerships fostering a network of support for each student	Superintendent's Leadership Team	Families engage in their child's education through an inviting school and district culture
		Collaborative partnerships with faith-based, business/industry, and community agencies support student achievement and community connections
		Families have increased decision-making opportunities at the district level
<b>Action 4b:</b> Provide extended learning opportunities for students to ensure they are prepared for their tomorrow	Superintendent's Leadership Team	Increased number of local, state, national, and international business/industry, educational, community partners and volunteers provide opportunities to extend learning beyond the classroom
		Expanded opportunities to build educators' capacity to utilize partnership resources
<b>Action 4c:</b> Maintain clear, effective and transparent communication with all stakeholders	Superintendent's Leadership Team	Culturally sensitive and language appropriate communications meet the needs of diverse students and families
		Stakeholder input is collected, evaluated and reported for the purpose of continuous improvement