

**BIRMINGHAM CITY SCHOOLS  
STRATEGIC PLAN UPDATE**

**A MESSAGE FROM THE SUPERINTENDENT**

February 2011

Dear BCS Stakeholders and Supporters:

The Birmingham City Schools' strategic plan has been the guiding document for the work that we do here daily in our district. Driven by the core values of diversity, integrity, respect, excellence, compassion and teamwork, BCS employees have worked to address, promote, enhance and improve student achievement, focusing on the following areas:

1. Academic Achievement
2. Finance
3. Human Capital
4. Communication and Partnerships
5. Safe and Nurturing Environment

Through these efforts, we are diligently engaging in our core business of teaching and learning – meeting the needs of a diverse student population that is prepared to succeed in a global society. In addition, we are moving closer, day by day, to academic excellence and efficient and effective operations in order to improve the district.

We thank you for your support , engagement and involvement in the Birmingham City Schools.

Sincerely,

Craig Witherspoon, Ed.D.  
Superintendent

**Priority: Academic Achievement**

Birmingham City schools provides academic excellence for all students to reach their personal best by providing qualified teachers who challenge and motivate students and offering curriculum instruction to encourage growth and meet the needs of every student.

*Goal: Provide a rich and diverse curriculum that prepares students to excel in a global society.*

<b>Action Steps:</b>	<b>Performance Measure:</b>	<b>Responsibility:</b>	<b>Timeline:</b>
<p><b>Expand Pre-K programming</b> to ensure that incoming students are fully prepared to meet the academic requirements for school success.</p>	<p>Establish pre-K programs in six additional schools</p>	<p>CAO/C&amp;I</p>	<p>Assess current pre-K programs (Jan. 2011); Plan and implement additional programs (May 2011)</p>
<p>Implement <b>themed career academies</b> in all high schools to increase academic relevance and career exposure.</p>	<p>Identify sites; present proposal to BOE; develop proposal; begin year of planning; train staff; develop curriculum; identify resources; and establish/ implement career/themed academies</p>	<p>CAO/CTE Dept.</p>	<p>Identify academies (Oct-Nov 2010); submit letter of intent (Dec 2010); submit proposal (Jan 2011); begin year of planning (Feb 2011); implement transitional process (May 2011); populate with appropriate staff and students (spring 2011); train staff (summer 2011)</p>
<p>Establish <b>innovative education curriculum</b> which allow students to participate in traditional and non-traditional programming at each school level (K-12).</p>	<p>Identify sites; develop curriculum; train staff; acquire materials; establish/implement academy programs/schools; determine number of students to be enrolled in program; and populate programs/schools with students/staff</p>	<p>CAO/C&amp;I</p>	<p>Site visits to observe successful programs (Jan 2011); explore feasibility (Feb 2011); planning (summer 2011); possible implementation (summer 2012)</p>

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<b>Action Steps:</b>	<b>Performance Measure:</b>	<b>Responsibility:</b>	<b>Timeline:</b>
<p>Establish an <b>acceleration zone</b> for academic excellence to accelerate achievement levels of the ten most under-performing schools by exploring and incorporating initiatives such as Teach for America, pay-for-performance and the use of value-added data.</p>	<p>Conduct an in-depth review of data for all schools; identify sites; train staff; acquire materials; increase in student performance as indicated by the number of students scoring levels 3 and 4 on state assessments</p>	<p>CAO/C&amp;I</p>	<p>Review and analyze data (May 2010); identify schools (July 2010); Provide targeted professional development and collaborative support (on-going); reconstitute identified schools (Feb 2011); recruit teach for America instructors (Feb 2011); implement (April 2011)</p>
<p>Ensure teachers and students have the <b>necessary resources</b> to provide instruction at various grade levels.</p>	<p>Inventory all textbooks in the district; align textbooks with STI student enrollment data; assign teacher units; implement Destiny Textbook Manager Software programs; identify school site quality assurance textbook manager responsible for overseeing textbook process</p>	<p>S. Drew/P. Finkelshtein/school principals</p>	<p>Spring 2010</p>
<p><b>Expand Pre-Advanced Placement (AP) curriculum</b> to ensure student success in AP classes. With special emphasis at the middle school level.</p>	<p>Assess pre-AP programs in all high schools; increase the number of Pre-AP classes available to students; increase in the average ACT scores; assess the pre-AP program in all middle schools; increase middle school student performance as indicated by the number of students scoring levels 3 and 4 on state assessments</p>	<p>CAO/C&amp;I</p>	<p>Assess pre-AP in high schools (Sept-Dec 2010); add pre-AP courses (Jan 2011/on-going); assess pre-AP programs in middle schools (March 2011)</p>

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<b>Action Steps:</b>	<b>Performance Measure:</b>	<b>Responsibility:</b>	<b>Timeline:</b>
<p><b>Expand Advanced Placement (AP) curriculum</b> offerings in schools.</p>	<p>Assess AP programs in all high schools; increase the number of Advanced Placement classes offered; increase the number of students scoring 3 and above on the AP exam; increase in the average ACT scores</p>	<p>CAO/C&amp;I</p>	<p>Assess AP in high schools (Sept-Dec 2010); add AP courses (Jan 2011/on-going)</p>
<p>Implement <b>International Baccalaureate</b> program</p>	<p>Identify schools to be considered; begin application process; observe IB schools; begin implementing components of IB curriculum</p>	<p>CAO/C&amp;I</p>	<p>Identify schools (Sept 2010); write applications (Oct 2010/on-going); observe an IB school (Dec 2010/on-going); continue application/implementation process as governed by IB program.</p>
<p>Explore, expand and implement <b>more hands-on, project-based learning activities</b> and curriculum for all students K-12.</p>	<p>Identify and/or expand programs.</p>	<p>CAO/C&amp;I</p>	<p>Implement training program for 6<sup>th</sup> grade teachers (Jan 2011)</p>

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Birmingham City schools provides academic excellence for all students to reach their personal best by providing qualified teachers who challenge and motivate students and offering curriculum instruction to encourage growth and meet the needs of every student.

*Goal: Acknowledge and support the belief that all children can learn.*

<b>Action Steps:</b>	<b>Performance Measure:</b>	<b>Responsibility:</b>	<b>Timeline:</b>
<p><b>Extend summer learning</b> opportunities for all students.</p>	<p>Examine and evaluate enrichment and remediation programs for all students at all levels; reduce the number of students performing below grade level;</p>	<p>CAO/C&amp;I</p>	<p>Jan 2011-ongoing</p>
<p>Implement <b>tiered collaborative support</b> initiative between Curriculum and Instruction Department and schools.</p>	<p>Assess the level of need for collaborative support; establish collaborative teams and assign schools; conduct collaborative team visits with school leadership teams;</p>	<p>CAO/C&amp;I</p>	<p>Analyze data (July 2010 – ongoing); teams established (September 2010); conduct visits (Sept 2010 / ongoing)</p>
<p><b>Establish literacy partnerships</b> to provide assistance, practice and research-based support in reading instruction in grades K-12.</p>	<p>Increased ARMT scores; increase the number of students reading at or above grade level by 3rd grade.</p>	<p>CAO/C&amp;I</p>	<p>January 2011-ongoing</p>
<p><b>Conduct curriculum audit</b> and make necessary Adjustments to ensure that curriculum is aligned both in breadth and depth to maximize student achievement.</p>	<p>Completion of audit; publication of findings, implementation of recommendations.</p>	<p>CAO/C&amp;I</p>	<p>Conduct audit (Fall 2010); analyze data and make appropriate recommendations and/or changes (Spring 2011-ongoing)</p>

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<b>Action Steps:</b>	<b>Performance Measure:</b>	<b>Responsibility:</b>	<b>Timeline:</b>
<p><b>Implement Professional Learning Communities (PLCs)</b> district-wide to focus on use of data, collaboration and best practices as a vehicle for professional development.</p>	<p>Introduce PLCs to administrative staff and principals; train staff; acquire materials; increase knowledge and utilization of PLC strategies; increase student engagement</p>	<p>CAO/C&amp;I /PD</p>	<p>Introduce at Administrative Retreat (July 2010); on-going training and implementation (Fall 2010 – ongoing)</p>
<p>Conduct <b>Special Education program evaluation</b> to ensure effective service delivery models in order to meet student needs.</p>	<p>Complete program evaluation; implement recommendations</p>	<p>CAO/C&amp;I</p>	<p>December 2010-ongoing</p>
<p>Implement <b>transition program</b> in grades 5-6/8-9</p>	<p>Research other existing programs; implement program</p>	<p>CAO/C&amp;I</p>	<p>Spring 2011-ongoing</p>

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<b>Action Steps:</b>	<b>Performance Measure :</b>	<b>Responsibility:</b>	<b>Timeline:</b>
Implement a <b>dropout recovery program</b> which will allow former BCS students age 17-23 to return to an alternative program to earn a high school diploma.	# students recovered; # diplomas issued; Amount of funding recovered from state due to lost ADM.	CAO/C& I	2010-Program partners secured and program implemented.
Implement a Performance Learning Academy to expand <b>alternative offerings for at-risk students</b> to reduce dropout and increase graduation rates.	Dropout and graduation data analysis (incr. In graduation and decrease in dropout rates.)/ Implementation of performance learning center	CAO/C& I	2011-2012 School Year
Implement “ <b>If I Had a Hammer</b> ” <b>program district-wide</b> to facilitate math instruction through hands-on, project-based learning activities.	Training of staff; acquisition of materials; increased student engagement; increase math achievement levels.	CAO/C& I	2010-Training program implemented for all teachers.
Examine and evaluate <b>enrichment and remediation programs</b> at all levels.	Reduction in number of students performing below grad level.	CAO/C& I	Fall 2010-ongoing

**Priority: Academic Achievement**

Birmingham City schools provides academic excellence for all students to reach their personal best by providing qualified teachers who challenge and motivate students and offering curriculum instruction to encourage growth and meet the needs of every student.

*Goal: Recruit, retain and develop highly qualified administrators, teachers and staff*

<b>Action Steps:</b>	<b>Performance Measure :</b>	<b>Responsibility:</b>	<b>Timeline:</b>
Develop and implement a BCS <b>Leadership Development program.</b>	Develop program strands which participants can pursue to develop leadership skills and attain leadership goals.	CAO/PD	Spring 2011
Provide <b>job embedded professional development</b> opportunities where teachers are provided coaching to reflect on instructional practices and skills.	Identify sites; begin planning; train on the coaching process; develop plan for summer academies to include job embedded professional development working to support student achievement during summer activities.	CAO/C&I/HR	Examine current programs for 2010-2011 school year.

**Priority: Finance**

Birmingham City Schools has sound financial policies and procedures to ensure adequate resources for academic excellence, high quality employees, and state-of-the-art facilities and technology.

*Goal: Advocate for education funding and inform all stakeholders; Ensure student achievement is the highest funding priority.*

<b>Action Steps:</b>	<b>Performance Measure :</b>	<b>Responsibility:</b>	<b>Timeline:</b>
Perform <b>regular technology updates</b> .	Implementation of regular technology refresh	Operations/IT	Spring 2010-ongoing
Conduct <b>division and departmental meetings</b> with district staff to discuss budget needs for upcoming year.	Meeting notes and published budgets	Finance Office	Spring 2010 and ongoing every 3-5 years
Design and utilize more user-friendly, understandable <b>budget reports and submit</b> as requested or required by governing entities.	Budget reports	Finance Office	Spring 2010-ongoing annually
Present <b>monthly financial reports</b> to the superintendent , board members, and the community.	Financial reports	Finance Office	Ongoing
Participate in <b>regular meetings and perform quarterly financial status reviews to discuss and monitor financial status</b> with the superintendent and other district administrators and make recommendations for budget revisions and/or adjustments, as appropriate .	Agendas and meeting notes; budget revisions	Finance Office	Monthly
<b>Provide updated (amended) budget reports</b> to district leaders to maintain status of yearly expenditures.	Amended budgets	Finance Office	Quarterly

**Priority: Finance**

Birmingham City Schools has sound financial policies and procedures to ensure adequate resources for academic excellence, high quality employees, and state-of-the-art facilities and technology.

*Goal: Achieve and maintain an adequate fund balance.*

<b>Action Steps:</b>	<b>Performance Measure :</b>	<b>Responsibility:</b>	<b>Timeline:</b>
Explore, investigate <b>and secure local, state, federal, and national and local foundation funds</b> to support, sustain and augment district budget based on outlined goals and objectives.	Acquisition of additional funds/Awarding of grants.	Supt/CFO/PD	Spring 2010-ongoing
Develop a plan for <b>disposal of excess properties.</b>	Acquisition of funds from sale of properties	CFO/Purchasing	Spring 2011

**Priority: Finance**

Birmingham City Schools has sound financial policies and procedures to ensure adequate resources for academic excellence, high quality employees, and state-of-the-art facilities and technology.

*Goal: Align policies to ensure fiscal accountability, transparency, cost avoidance and stability across the system.*

<b>Action Steps:</b>	<b>Performance Measure :</b>	<b>Responsibility:</b>	<b>Timeline:</b>
Clearly <b>define and convey budget and finance reporting structure</b> to ensure adherence to guidelines, procedures and regulations.	Compliance with district, local and state audit requirements	Finance Office	Ongoing
Revise and distribute <b>financial procedures handbook and accounting manual.</b>	Distribution of handbook	Finance Office	Ongoing
<b>Conduct training sessions</b> for administrators, bookkeepers, and other employees who are responsible for processing and recording financial transactions.	Completed training sessions, agendas, sign-in sheets, evaluations	Finance Office	Ongoing
Conduct <b>specialized training for local school auditing staff in</b> an effort to address and monitor audit findings and to detect fraud and abuse.	Sign-in sheets, revised budgets, and audit reports	Finance Office	Ongoing
Conduct <b>regular local school audits</b> to ensure compliance with all applicable laws, regulations, proceduris and standards.	Decreased audit exceptions	Finance Office	Spring 2011-ongoing

**Priority: Human Capital**

Birmingham City Schools recruits, develops, and retains the highest quality employees, who have student success as their highest priority, and are committed to working collaboratively with parents, students, and all stakeholders.

*Goal: Develop and support a highly effective corps of teachers and principals and ensure they have resources needed to support high achievement for all standards.*

<b>Action Steps:</b>	<b>Performance Measure :</b>	<b>Responsibility:</b>	<b>Timeline:</b>
<p><b>Develop a comprehensive HR Plan</b> that aligns policies, procedures and practices to support the district's strategic goal of high student achievement.</p>	<p>Comprehensive HR Plan developed and communicated to key stakeholders.</p>	<p>S. Stephens</p>	<p>Fall 2011</p>
<p><b>Implement recruitment, hiring, training and placement plan</b> based on strategic imperatives of the district's HR plan.</p>	<p>3 Year staffing plan developed and implemented.</p>	<p>S. Stephens</p>	<p>Summer 2011-ongoing for 3 years</p>
<p><b>Reorganize and restructure district staff</b> for efficiency and effectiveness.</p>	<p>Revised organization chart to reflect increased efficiencies.</p>	<p>S. Stephens</p>	<p>Spring 2011</p>
<p>Develop and implement <b>Certification of Distinction Program</b> for classified employees who participate in a set of core developmental courses.</p>	<p>Increase the number of classified employees who participate in professional development.</p>	<p>S. Stephens/PD</p>	<p>Summer 2011</p>

**Priority: Human Capital**

Birmingham City Schools recruits, develops, and retains the highest quality employees, who have student success as their highest priority, and are committed to working collaboratively with parents, students, and all stakeholders.

*Goal: Build a stable and high performing employee pool.*

<b>Action Steps:</b>	<b>Performance Measure :</b>	<b>Responsibility:</b>	<b>Timeline:</b>
Develop and implement a <b>management leadership program</b> that include succession planning, mentoring and shadowing components.	Increase the pool of highly trained managers and supervisors who are prepared to assume leadership positions.	S. Stephens/PD	Fall 2011
Develop a <b>“Grow Your Own” teacher development program</b> that includes tuition reimbursement.	Create Future Teachers of America program in each high school to encourage students to become teachers.	S. Stephens/PD	Summer 2012
Develop a <b>comprehensive wellness program</b> in partnership with insurers and local agencies that meets employees’ physical and mental health needs and interest , providing information which support personal health improvement and informed health care decisions.	Increased wellness education and participation in Employee Assistance Program; reduced absenteeism and increased productivity; minimized health care costs and positive budget impact.	S. Stephens/V. Bishop	Fall 2011

**Priority: Human Capital**

Birmingham City Schools recruits, develops, and retains the highest quality employees, who have student success as their highest priority, and are committed to working collaboratively with parents, students, and all stakeholders.

**Goal:** *Align employees with strategic vision for the district.*

<b>Action Steps:</b>	<b>Performance Measure :</b>	<b>Responsibility:</b>	<b>Timeline:</b>
Conduct <b>exit interviews</b> .	Exit interview data analyzed and interpreted; strategies developed to improve district operations.	S. Stephens	Fall 2010
Generate an <b>annual score card</b> scoring all key HR functions.	Analysis of staff data collected.	S. Stephens	Fall 2011
<b>Define job and cross functional roles and responsibilities</b> to meet district obligations.	Revised organization chart and updated job descriptions to reflect actual duties and responsibilities.	S. Stephens	Winter 2011
Develop <b>comprehensive customer services program</b> that aligns with district goals.	Conduct customer service training for all employees.	S. Stephens	Spring 2011
<b>Position the BCS vision and mission as the district's guiding principles</b> by posting in all sites throughout the district (schools and other sites) to heighten awareness and encourage incorporation of principles in daily work life/habits.	Increased awareness of the district mission and vision with the goal of changing district culture..	S. Stephens	Spring 2011

**Priority: Safe and Nurturing Environment**

Birmingham City Schools provides safe learning environments where all students feel secure and valued.

*Goal: Support and communicate school system values of health, safety, character and the environment.*

<b>Action Steps:</b>	<b>Performance Measure :</b>	<b>Responsibility:</b>	<b>Timeline:</b>
Conduct a analyze data for <b>nutritional value meal review</b> of the current BCS school menus.	Standardization of all BCS school meal recipes aligned with the required nutritional values as determined by federal, state and local recommendations.	S.Drew/S. Taylor	Fall 2011
Ensure adequate nourishment and facilitate and increase student participation in the child nutrition program by <b>making meal payment convenient</b> .	Implementation of mylunchmoney.com online payment program.	S.Drew/S. Taylor	Fall 2011-ongoing
Implement <b>Positive Behavior Support (PBS)</b> program to improve school climate and culture for learning	Decrease in student referrals; reduced drop out rate; improved student graduation rate.	M. Barber/J. Hollins	Fall 2010

**Priority: Safe and Nurturing Environment**

Birmingham City Schools provides safe learning environments where all students feel secure and valued.

*Goal: Build and maintain premier educational facilities and efficient transportation systems*

<b>Action Steps:</b>	<b>Performance Measure :</b>	<b>Responsibility:</b>	<b>Timeline:</b>
<b>Create a Facilities and Grounds review team</b> to conduct an audit of all active BCS sites and <b>analyze, prioritize and address audit findings .</b>	Creation of team; Completion of audit; Completion of work orders generated through findings	S. Drew/V. Drake	Spring 2010-ongoing
<b>Decrease diesel fuel buses in BCS fleet</b> by gradual replacement with CNG (Compressed Natural Gas) buses.	Increased number of CNG buses in fleet/ decreased number of diesel fuel buses in fleet	S.Drew/S. Holt	2011-ongoing

**Priority: Safe and Nurturing Environment**

Birmingham City Schools provides safe learning environments where all students feel secure and valued.

*Goal: Create physical school environments that ensure health and safety of the students and the care of the earth's natural resources.*

<b>Action Steps:</b>	<b>Performance Measure :</b>	<b>Responsibility:</b>	<b>Timeline:</b>
Conduct a <b>safety compliance presentation</b> for Principals.	Completion of presentation	Operations/School Safety	Fall 2010-ongoing
Create a <b>Safety Review team to conduct audits of all active BCS facilities</b> which entail review of safety plans and procedures as well as survey of physical plants/properties; <b>Analyze and prioritize findings</b> .	Creation of Safety Review team, completion of audits; Compliance with National Incident Management System (NIMS) safety procedures and processes.	Operations/School Safety	Winter 2010-ongoing
<b>Explore and implement appropriate safety and access measures</b> for visitors at all active sites such as driver license scanners.	Installation of scanners at sites	Operations/School Safety	Winter 2010-ongoing
Collaborate with utility companies to conduct <b>utilities rate audits</b> at all active/inactive BCS sites.	Completion of audits/Placement of all facilities on appropriate rates.	Operations/Facilities	2010-ongoing
Conduct <b>facilities audit</b> to ensure effective and efficient operation and school support	Completion of audit; implementation of measures to address findings	Operations/Facilities	Fall 2010

**Priority: Communication/Partnership**

Birmingham City Schools fully engages all stakeholders through effective communication and partnerships.

*Goal: Engage all stakeholders using a variety of communication vehicles*

Action Steps:	Performance Measure :	Responsibility:	Timeline:
<p><b>Redesign BCS website and expand content</b> and access to information via the web including an intranet portal for employee access.</p>	<p>Redevelopment of website/# hits per month, # video posts, development of intranet portal</p>	<p>M. Chapman/R. Scott</p>	<p>Summer 2010</p>
<p>Design, publish and distribute <b>weekly newsletter</b> to BCS stakeholders.</p>	<p>Production and distribution of newsletter each week</p>	<p>M. Chapman</p>	<p>Spring 2010-ongoing</p>
<p><b>Develop collateral materials</b> to support distribution of information and recruitment of new school partners, students and community supporters.</p>	<p>Development, production, acquisition and distribution of materials</p>	<p>A. Mitchell</p>	<p>Fall 2010</p>
<p><b>Engage social media</b> to provide timely information about BCS events, activities, achievements, etc. at both district and local school levels.</p>	<p>Establishment of BCS social media presence such as facebook, twitter, youtube, teachertube</p>	<p>M. Chapman</p>	<p>Fall ongoing</p>
<p>Regularly <b>submit op-ed pieces</b> to local newspapers to express BCS views and opinions on current issues.</p>	<p># of op-ed pieces published in local newspapers.</p>	<p>M. Chapman/C. Witherspoon</p>	<p>Spring 2010-ongoing</p>
<p>Develop general internal and external <b>email blast database</b> to utilize as communication vehicle to reach large numbers of stakeholders quickly and efficiently.</p>	<p>Development of databases and frequency of communication</p>	<p>A. Mitchell/M. Chapman</p>	<p>Winter 2010-ongoing</p>
<p>Develop <b>database of key communicators</b> with the goals of quickly disseminating information, countering misinformation and providing uniform message on critical information.</p>	<p>Development of database and frequency of distribution of information through network</p>	<p>A. Mitchell/M. Chapman</p>	<p>August 2010-ongoing</p>

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Action Steps:	Performance Measure :	Responsibility:	Timeline:
<p>Utilize <b>School Messenger service</b> to provide up-to-date information to parents in event of emergencies or for general notification purposes.</p>	<p>Acquisition and implementation of service</p>	<p>M. Chapman</p>	<p>Fall 2010</p>
<p>Utilize <b>Instructional Broadcast Studio</b> to tape and air public affairs programming through internal network and through local public access cable programming.</p>	<p># shows recorded, edited and aired</p>	<p>A. Mitchell</p>	<p>Spring 2011-ongoing</p>
<p>Schedule <b>regular press briefings and appearances on local radio and tv shows</b> to promote activities, events, and achievements of BCS.</p>	<p># appearances on radio/tv</p>	<p>A. Mitchell/M. Chapman</p>	<p>Spring 2010-ongoing</p>
<p>Produce <b>Principal's video briefs</b> highlighting key information of all BCS schools to stream on website.</p>	<p>Production of spots/posting on website</p>	<p>A. Mitchell/M. Chapman/R. Scott</p>	<p>Spring 2011-ongoing</p>
<p>Develop a <b>school brochure template</b> for each school to use in the creation and production of informational materials which can be posted to website or distributed manually.</p>	<p>Development of schools brochures for public distribution</p>	<p>A. Mitchell/M. Chapman/R. Scott</p>	<p>Spring 2011</p>
<p><b>Increase the numbers of alerts, press releases, etc. forwarded to the media</b> to disseminate and increase positive exposure for BCS</p>	<p># of briefings/alerts issued to media</p>	<p>M. Chapman</p>	<p>Fall 2010- ongoing</p>

**Priority: Communication/Partnership**

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*Goal: Engage all stakeholders using a variety of communication vehicles*

Action Steps:	Performance Measure :	Responsibility:	Timeline:
Develop a <b>comprehensive communications and public relations plan.</b>	Development of plan; implementation of recommended actions	M. Chapman/A. Mitchell	Fall 2010
Provide <b>media training</b> for administrators relative to responding to media queries, crisis communication and interviews.	Completion of training by school administrators	M. Chapman	Summer 2011
Schedule <b>annual meetings with editorial boards</b> of local newspapers, and with broadcast news executives.	# meetings held	C. Witherspoon/M. Chapman	Spring -ongoing
Acquire <b>media tracking services</b> to provide tool for cataloguing and evaluating media coverage	Subscription to tracking service; compilation and interpretation of data from service	C. Witherspoon/M. Chapman/A. Mitchell	Summer 2011

**Priority: Communication/Partnership**

Birmingham City Schools fully engages all stakeholders through effective communication and partnerships.

*Goal: Provide ongoing and diverse opportunities for family and community involvement in the education of our students*

<b>Action Steps:</b>	<b>Performance Measure :</b>	<b>Responsibility:</b>	<b>Timeline:</b>
Host <b>Recognition and Recruitment reception</b> for current and prospective school partners.	Implementation of event/# of resultant partnerships	A. Mitchell	Fall 2010
Implement <b>District-wide open house</b> to acquaint all stakeholders with the high quality of our schools and depth and diversity of BCS curriculum.	Hosting of event/# of event participants	C. Witherspoon/A. Mitchell	Fall 2010
Host <b>community meet and greet sessions</b> in the community centered around various topics of interest.	# of community events hosted/# participants	C. Witherspoon/A. Mitchell	Spring 2010-ongoing
Host <b>off-site (community) board meetings</b> , as approved by board members in the various board districts to facilitate accessibility and attendance by BCS stakeholders.	Implementation of community board meetings	C. Witherspoon/A. Mitchell	Fall 2010-ongoing
Collaborate with the Birmingham Education Foundation (BEF) to establish and maintain the <b>Birmingham Parent University</b> designed to inform and empower parents, and to support student achievement, parental involvement and personal growth.	Establishment and Implementation of Birmingham Parent University.	M. Rice-Fields	Spring 2011