Signal Mountain Schools - Joint Strategic Plan Thrasher / Nolan / SMMHS / MEF Academic Strands - February 2014

INTRODUCTION

- To raise public awareness of the need to support public schools located on Signal Mountain, Tennessee in order to advance the educational opportunities of the children residing there.
- To cultivate, implement, and sustain effective programs in art, dance, music, language, science, and for the physical education of all children attending the public schools located on Signal Mountain.
- To solicit, collect, receive, accumulate, administer, and disburse funds and property...{to}
 most effectively operate to further charitable, scientific, literary, or educational
 purposes...

STRATEGIC PLAN

Focusing on the mission of the Mountain Education Foundation, Inc. (MEF) and the needs of students and missions of the Signal Mountain public schools, MEF resolves to develop a join strategic plan for the financial development and institutional advancement of Thrasher, Nolan and Signal Mountain Middle/High School (SMMHS). The Strategic Plan consists of a list of objectives grouped into categories related to, and the responsibility of, the MEF Board Committees.

Through input from a Teacher Surveys conducted in the spring of 2012, as well as input from the school administration, MEF Advisory Board and MEF Board members, a list of priority actions has been identified for each category. The MEF Advisory Board will continue to work to identify the current and future needs and priorities for the continued success of our schools.

ORGANIZATIONAL VALUES, VISION, AND MISSION

Organizational Values

MEF enables Signal Mountain educators to go far beyond what a school can do with public funding alone. MEF bridges the gap between public and private funding to help build schools that prepare students for college, the workforce and to compete in an increasingly globally competitive marketplace.

MEF seeks input from principals, teachers and the board of education to assure that the foundation is continually working in unison with each school and the district. The focus of MEF's strategic plan and funding process is to improve and strengthen public schools on Signal Mountain and extend the county's investment in education. MEF's funding priorities will:

- Enhance student learning
- Fund academic programs that are in the best interest of students
- Complement the school improvement plan
- Support research based initiatives
- Fund projects that have support from each school, the district and community

MEF works with each school principal and the Hamilton County Department of Education (HCDE) to prioritize funding and determine short and long range goals. MEF's funding process provides necessities that will enhance academics in the schools we serve, not create new programs and funding obligations for the Board of Education.

Mission Statement

The mission of the Mountain Education Foundation is to enhance the educational and developmental opportunities for all Signal Mountain public school students by implementing and uniting fundraising efforts.

Community Vision

The Mountain Education Foundation strives to ensure the best possible education for the students of Signal Mountain. This is accomplished by providing the Signal Mountain public schools with additional educational programs, financial resources and faculty. Through the coordination, consolidation and sound management of fundraising efforts, MEF in collaboration with the community can provide resources and programs necessary to ensure the best possible education for the students of Nolan Elementary, SMMHS and Thrasher Elementary.

Working together with the Hamilton County Board of Education, local businesses, parent volunteers and active PTAs, MEF is building a strong foundation in our children's schools that bridges the gap between public and private funding for public education. MEF seeks to provide resources to help all Signal Mountain students to achieve the promise of their full academic potential.

Allocation process

MEF's annual allocation process will disburse funds in an equitable manner that takes into consideration the funding priorities of participating schools and the academic success of all students.

MEF Vision

The Mountain Education Foundation will make and maintain itself as the best option for fundraising for the Signal Mountain public schools. MEF will work to become the first choice for Signal Mountain schools, Parent Teacher Associations, booster groups, and school support organizations for financing, fundraising and assistance to achieve academic excellence in our schools.

MEF will be an entity that:

- 1) Conducts ongoing fundraising campaigns to benefit Signal Mountain public school students.
- 2) Develops relationships with foundations, businesses and other organizations to support the Signal Mountain public schools.
- 3) Organizes special fundraising events and educational summer camps.
- 4) Collaborates with partners, schools, PTAs and booster groups to assist, promote, and consolidate disparate fundraising efforts.
- 5) Works with schools, principals and advisory board input to identify, prioritize and help fulfill school needs.
- 6) Provides financial stewardship and management of MEF funds and partner funds.
- 7) Promotes the initiatives of the foundation, public education in Hamilton County and the successes of the Signal Mountain schools through strategic public relations and marketing efforts.
- 8) Strives to have a \$3 Million Endowment by the year 2025.
- 9) Maintain strategic funding priorities that have support from each school, the district and community.
- 10) Promote a high level of professionalism and ethics in fundraising and fund management.

Academic Program Strands

- A. S.T.E.A.M Laboratories (Science, Technology, Engineering, Arts & Mathematics)
 - o Thrasher
 - o Nolan
 - o SM Middle
 - o SM High

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	Goals:	To improve student learning by transforming the classroom from one that is teacher – centric to one that is interactive and encourages students to actively engage, thereby leading to better understanding and retention of Science, Technology, Engineering, the Arts and Mathematics.	
	Objective:	Implement STEAM Labs at all three schools by 2016 and one dedicated STEAM lab staff member at each school.	
	Strategy:	 Gradually extend the STEAM concepts, interactive technology and new teaching techniques into the classroom. Test offerings of blended classroom environment in FYE 14. Implement select group of blended classrooms by FYE 2016. 	
	Committee:	Long Range Planning	
	Leader:	Thrasher: Regina Brock SMMHS: Robin Copp Nolan: Shane Harwood	
	Timeline:	Thrasher STEAM Lab Expansion FYE 2016 SMMHS STEAM Lab FYE 2016 Implementation Nolan STEAM Lab FYE 2016 Implementation (pending building expansion per HCDE)	

B. Robotics Programs

Goals:	To improve critical thinking and problem solving skills
	for Signal Mountain students.
Objective:	To implement robotics programs in all four Signal
	Mountain Schools by 2013.
Strategy:	1. To provide during school and after school clubs
	that compliment learning in the classroom and
	focus on Engineering, Science and
	Mathematics.
	2. To implement Robotics segments into the

	 STEAM programs and technology classes. 3. Add Robotics to the SMMHS CDC program. 4. Expand robotics programs at all three schools. 5. Increase community involvement in robotics program by annually hosting the FTC, FLL & FRC Regional Robotics Competition 6. Add additional robotics teams with a focus on attracting more girls to participate in the programs at Thrasher, Nolan and SMMHS.
Committee:	Advisory Board
	Long Range Planning
Leader:	PTA, PTSA, School Principals
Timeline:	Thrasher – Completed
	SMMHS – SMMS & SMHS in start-up phase
	Nolan – Completed

C. Educational Materials

- o Leveled Library Level Books at Thrasher and Nolan
- o Library books for all schools

Goals:	To improve student reading and writing scores at each
Goals.	school and reduce the number of students reading
	below grade level.
Objective:	To increase overall reading scores in grades 3-5 by TBD
	 by principal input. Principals will determine other
	goals based on individual school improvement plans.
	At the elementary level 50% of reading materials will
	come from information texts.
Strategy:	1. To increase the number of leveled books, non-
	basil reading books in the classroom and
	reading materials available in the school
	library.
	2. To increase the number of books and reading
	materials available to students in each school
	library.
	3. To increase the number of non-fiction
	curriculum based books at SMMHS to help
	meet state common core standards.
	4. Additional books and materials to meet needs
	for the IB MYP and DP programme(s).
	5. Kindle or tablet technology for electronic
	media in all three school media centers and
	libraries.
Committee:	Education Committee /Professional Development
	Committee

Leader:	MEF: Mike Taylor
	Thrasher: Regina Brock
	SMMHS: Robin Copp
	Nolan: Shane Harwood
Timeline:	Ongoing.

D. International Baccalaureate

o Support: Materials, Curriculum, Software, Testing

		To improve the academic success of all
Goals:	1.	To improve the academic success of all students at SMMHS.
	2	
	2.	1 1
	2	students in financial need.
	3.	
		effectively and successfully operate the IB
	_	middle years and diploma programme(s).
	4.	
		specialty materials needed to support the IB
		programme.
	5.	To effectively communicate the IB program to
		the Signal Mountain Community.
	6.	75% participation of SMHS juniors and seniors
		in the IB Certificate and Diploma Programme.
Objective:	•	To collaborate with HCDE to ensure that IB is
		supported at the highest level possible.
	•	To have a process in place by summer 2013 to
		determine students in financial need for IB
		Diploma testing scholarships.
	•	To develop a clear and specific list of IB needs
		not funded by HCDE with the new IB
		Coordinator by Fall 2013.
	•	To develop a clear IB communications plan by
		summer 2014.
	•	Develop a process with the IB Coordinator and
		Principal for independent review and
		evaluation of the program and student
		achievement in the Diploma Programme.
	_	Provide support for IB speakers and special
		presentations to MYP and DP students.
Strategy:		To create a committee to determine the
Jualegy.		process for IB Diploma scholarships.
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		scholarship program to assist economically
		disadvantaged students with fees for

	participating in the program 3. To work directly with the school principal and IB Coordinator to identify software and academic material needs for the IB programme.
	4. Create PR subcommittee through MEF to improve communication of IB to SMMHS parents and Signal Mountain Community.
	5. Assist the school with review of data from IB Diploma test. Develop process to determine areas of need for additional training and to track student success.
	6. Provide funding for annual test result inquiries.
	7. Assist with the implementation of educational curriculum, STEAM initiatives and projects to that will strengthen the IB programme.
	8. IB STEAM initiative – Business Entrepreneur project: Mayfly COFFEE Program.
	Create program for annual IB speaker to address students.
	Produce an annual school brochure to highlight SMMHS and the IB Programme.
	11. Add additional IB classes. Including but not limited to IB Film Studies.
Committee:	PR & Communications
	Development
	SMMHS Scholarship Committee
Leader:	MEF: Stephanie Cate
	SMMHS: Robin Copp
	Guidance Office
T' !!	IB Coordinator
Timeline:	Ongoing.
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E. Additional Faculty

O Computer / Technology Support

Goals:	To extend the service life of Technology in the Signal Mountain Schools through improved IT support and maintenance of computers and
	software.
	 To provide additional technology training and

	support to Signal Mountain teachers.
	To improve student access to classroom
	technology.
Objective:	To hire a part time Tech (IT) Staff person
	before the end of FYE 2014.
	Hire Full time Technology Coach (in addition to
	part time IT Tech Staff.
	 Provide additional training to teachers on the
	use of classroom technology.
	Develop a plan with the Tech Staff and IT
	Coach for normal maintenance as well as
	urgent computer maintenance.
	Negotiate with HCDE to provide teachers to
	staff the Nolan, Thrasher & SMMHS STEAM
	Labs.
	Implement Bring Your Own Device (BYOD)
	initiative at all three schools.
Strategy:	Negotiate contract by FYE 2015 with HCDE
	to hire a dedicated Signal Mountain IT Tech
	Staff for Nolan, Thrasher and SMMHS.
	2. Identify potential Tech Staff by Fall 2014.
	3. Work with Advisory Board to build IT coach
	funding into the FYE 2015 budget.
	Tech staff to support Signal Mountain
	schools 2 days per week (Nolan, Thrasher &
	SMMHS) for 43 weeks during the school
	year and 1 day per week for remaining 9
	weeks.
	4. Negotiate contract with HCDE for full time
	Tech Coach by the end of FYE 2016.
Committee:	Advisory Board
	Development
	Finance
Leader:	MEF: Mike Taylor
	Thrasher: Regina Brock
	SMMHS: Robin Copp
	Nolan: Shane Harwood
Timeline:	Part time IT support staff in place at Nolan, Thrasher
	and SMMHS 2014. Full time IT Coach by FYE 2016 to
	support Nolan, Thrasher and SMMHS.

- o Math and Reading Intervention Teachers (AKA Response to Intervention RTI)
- Learning Center expansion at SMMHS
- o Tutoring for struggling students
- o Additional support for students in the International Baccalaureate Programme
- o Add Learning Centers at Thrasher and Nolan

Goals:	 To improve academic achievement for all students in the Signal Mountain Schools. To improve student accessibility to academic tutors.
	 To increase the service capacity of the SMMHS Learning Center. To increase the number of students that can be served by the elementary school interventionists. To provide additional support for the rigor of the IB programme.
Objective:	 Hire an additional part time staff person for the SMMHS Learning Center by FYE 2015. Expand the Learning Center concept to Thrasher and Nolan by the opening of school in 2015 with a focus on afterschool academic support. Provide Learning Center Coordinator with increased access to students and academic records by summer 2013.
Strategy:	 Negotiate a contract with HCDE to place the Learning Coordinators on special assignment so they can serve the district. Facilitate weekly after school IB study session. Expand after school hours for the SMMHS Learning Center and create a fund to provide transportation for low income student. Provide additional after school tutoring opportunities by Fall 2013. Through the Learning Center at SMMHS, Introduce after school seminars and classes to provide: note taking skills, organization skills, study skills and other skills to assist with improving student academic achievement. Provide research based materials and RTI kits for Thrasher and Nolan Learning

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	Centers.
	7. Establish an Advisory Council to ensure the
	accomplishment of the Learning Center
	Goals.
	8. Provide Learning Center Coordinators with relevant professional development
	opportunities.
	Provide funding for four Part time staff
	approx 20 hrs per week: one Math and one
	Reading interventionist each at Nolan and
	Thrasher.
	10. Add afterschool tutoring and programs for
	homework help at Thrasher and Nolan.
	11. Create a scholarship fund/pool (in lieu of
	transportation at SMMHS) to assist low
	income students with enrolling in childcare
	on afterschool tutoring days.
	12. Add infrastructure for online classes
	outside the traditional school day.
	13. Provide funding for IB Software and online
	resources including: Manageback to
	improve school/teacher access and
	monitoring of student records.
Committee:	PTA, PTSA & Personnel
Leader:	SMX: Leslie Wilson
Timeline:	SMMHS Part time staff added by FYE 2014.
	Thrasher & Nolan Expansion by FYE 2015.
	Implement Advisory Council by May 2013.

F. Teacher Professional Development

Goals:	 To improve teacher skills and effectiveness in the classroom.
	Increase teacher access to professional
	development and training opportunities
	 Provide National Board Certification (NBC)
	scholarships for Signal Mtn Teachers.
Objective:	To increase the number of Nationally Board
	Certified Teachers in the Signal Mountain
	Schools from 3 to 12.
	Provide Teacher training and professional
	development at all three schools.
Strategy:	To promote NBC scholarship program to
	the Signal Mountain teachers.
	2. Provide annual teacher professional

	development programs on Signal Mountain in conjunction with HCDE in-service days. 3. Provide funding for STEAM and Technology training. Develop partnerships with the STEAM school and provide funding to send teachers to annual STEAM Training. 4. Increase funds to each school for staff development. 5. Add funding to support professional development for Socratic seminars at all three schools. 6. Develop a flipped/blended classroom teacher professional development institute to support Signal Mountain teachers. 7. Implement iPad/Tablet training institute by mid 2014.
Committee:	Advisory Board Finance committee
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Leader:	MEF: Mike Taylor
	Thrasher: Regina Brock
	SMMHS: Robin Copp
	Nolan: Shane Harwood
Timeline:	FYE 2016
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G. Curriculum

- o Engineering & Science
- $\circ \quad \text{Journalism} \text{Newspaper, Radio, TV}$
- o Business & Industrial Design

Goals:	 To increase job readiness skills for SMHS students.
	Improve student reading, writing and communication skills.
	3. Expose students to potential career paths while still in High School.
	 Give students an understanding of industry standards for broadcast and print media.
	 Increase class offerings to include business, Industrial design, print journalism, blogging, web design and broadcast media.
Objective:	 Create a journalism collection in the school library by FYE 2013. Assist with the implementation of a school newspaper at SMMHS by FYE 2015.
	newspaper at Signature by FTE 2013.

	 Work with SMMHS principal to develop curriculum and class implementation by spring 2016. Fund a TV studio at SMMHS by 2014. Fund a Radio studio at SMMHS by 2018.
Strategy:	 Create a journalism collection in the school library by FYE 2013. Implement a school newspaper by FYE 2015. Increase funds to each school for staff development. Radio studio to broadcast sporting events and school information. TV studio to produce Sup Signal, school sporting events, and video productions for blended classrooms and streaming video lectures. Add video recording equipment at Thrasher and Nolan. Expand AV classes to provide materials and equipment for IB Film Study course.
Committee:	PR & Communications
Leader:	MEF: MEF Staff PTSA SMMHS: Robin Copp
Timeline:	Implementation FYE 2015 Annual operations - ongoing.

H. Educational Summer Camps & After School Programs

 Increase the development of critical thinking, problem solving and logic skills in Signal Mountain students. To provide fun, informal educational opportunities to Signal Mountain students during the summer camps by 2014. Help students be better prepared for school in the fall. Provide working parents with better alternatives to traditional summer childcare options.
 Increase revenues for MEF and school clubs through summer programs.

	 Expand the MEF/SMX summer program offerings by 2013. Add additional academic summer classes and camps. IB Extended Essay Class, ACT test Prep, etc. Hire a part-time day camp director to manage
	the SMX summer camps by summer 2013.
	 Provide stronger programming for middle school students in 2014.
Strategy:	Work directly with Volunteer/Events
	Coordinator to develop camp
	catalog/brochure.
	Create sub-committee to help develop camp
	offerings and promote summer camps.
Committee:	Development
	Summer Camp – Subcommittee
Leader:	MEF: MEF Staff, Volunteer Coordinator, and/or Camp
	Director.
Timeline:	Implementation Summer 2013.
	Increased Middle school programming by 2014.

I. Performing and Visual Arts

o Support for Music, Band, Strings, Theater, Drama Clubs, Art, Graphic Design

J. Extracurricular Programs

o Funding for extracurricular programs

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Goals:	 Increase funding and support for visual and performing arts programs. Provide funding for Artist in Residence Program at all three schools. Increase student access to the arts in all three schools. Provide art education programs at Thrasher and Nolan. Expand art programs and facilities at SMMHS. Add funding for Graphic Design Program at SMMHS. Support for school related clubs and after school programs.
Objective:	 To buyout and replace ineffective fundraisers for performing and visual arts programs. Improve theatre facilities at SMMHS. Expand strings program to provide an HCDE funded staff person at SMMHS. Add strings program at Elementary Schools.

Strategy:	 Begin a Booster Advisory Committee by winter 2013.
	2. Determine funding needs and potential
	budget numbers by FYE 2017.
	3. Implement after school fee for service
	•
	strings program at Thrasher and Nolan
	Elementary by FYE 2014.
	4. Expand Thrasher and Nolan Drama
	Program.
	5. Expand Art program at Thrasher, Nolan,
	and SMMHS to include Artist in Residence
	programs.
	6. Provide funding to build out an additional
	art room at SMMHS by spring 2013.
	7. Provide funding to create Graphic Design
	program at SMMHS under the art
	department.
	8. Provide upgrade to Theatre Lighting at
	SMMHS by fall 2013.
	9. Reduce donor fatigue by reducing the
	number of school fundraisers.
	10. Add a Strings/Orchestra program at
	Thrasher and Nolan – Winter 2014.
Committee	
Committee:	Development Committee
	Finance Committee
	External Partnering
Leader:	MEF: Mike Taylor, MEF Staff and Stephanie Cate
Timeline:	Ongoing.

Long-Range Planning, Technology, & Facilities Strands

A. Technology

- Tablet/Laptop Computers for grades 3-12 (TBD)
- Tablet/Laptop Computers Grade Level sets for grades K-2
- Add iMac computer lab at Nolan and an additional lab at Signal Mountain Middle High School
- Technology coach for all three Signal Mtn public schools
- Add mobile PC/Mac computer labs at Thrasher/Nolan/SMMHS
- Provide iPads/Macbooks for teachers at Thrasher/Nolan/SMMHS
- o Implement Bring Your Own Device (BYOD) Initiative grades 4-12

B. Facilities

- Facility Upgrades / Improvements / Updates
- Science Labs at Thrasher and Nolan (pending space availability per HCDE facilities expansion)
- Science Lab upgrades at SMMHS
- o Hands on Science Lab materials for all schools

- o Art Classrooms SMMHS
- o SMMHS Larger Theater
- o World Language Lab at SMMHS
- o World Language program at Thrasher & Nolan
- o Outdoor Classroom at Nolan
- Outdoor Classroom at Thrasher
- Outdoor Classroom at SMMHS

C. Growth – Near and Long Term challenges

- o Staffing
- o Facilit<u>ies Additional classrooms at all sch</u>ools

Goals:	 Creation of committee to determine school growth and needs. Negotiate agreement on funding and use of Tablet/Laptop Computers for all four schools based on county funding, policies, and implementation of new state online testing standards. Discussions ongoing with HCDE. Initial emphasis with tablet technology will be placed on teacher training and preparation for classroom implementation. Long range planning committee will determine the goals, objectives, and timelines for each of the facility and technology needs listed above based upon school administration, HCDE input and State requirements and district funding. Add hands on science labs at Thrasher and Nolan. Provide additional science equipment and materials at SMMHS. Create world language lab at SMMHS Provide funding for an outdoor classroom at Thrasher. Provide funding for an outdoor classroom at SMMHS. Provide funding for an outdoor classroom at SMMHS. Provide afterschool clubs for French, Spanish & German. Increase student access to online academic materials, media and research materials in the
Objective:	classroom. 1. To identify and determine school expansion needs by the end of 2013.

2. Determine enrollment trends and potential growth numbers by Jan. 2013. 3. To determine the impact of potential population growth on the schools by fall 2013. 4. To identify facility and resource impact of MEF priorities by the end of 2013. 5. Determine funding requirements and agreement with HCDE for future implementation of Tablet computers: 1 to 1 and BYOD for grades 3—12 and classroom sets for grades K-2. Implementation date TBD in collaboration with HCDE. 1. Conduct extensive tablet testing at all three Strategy: schools to determine infrastructure and staffing needs before full implementation. 2. Expand tablet testing to additional classrooms winter 2013. 3. Implement Bring Your Own Device (BYOD) Initiative with Signal Mountain Schools. Begin rollout during fall of 2014. 4. Implement teacher training program for use of tablet technology K-12. 5. Assist schools with the development of materials and curricula for blended classrooms. 6. Develop infrastructure for production of video lectures and streaming media for blended classrooms (see strand G strategy 5) 7. Provide funding for all students K-12 to have access to online academic materials and videos (through services such as United Streaming). 8. Create long range planning committee by fall 2012. 9. Create Growth Statistics Sub-committee to review potential community growth and study trends in school enrollment fall 2012. 10. Visit high performing elementary, middle and high schools in Tennessee and South East. 11. Review best practices for high performing schools across the US. 12. Work with all three principals through the

Long Range Planning Committee to determine time line and process for MEF

	funded:
	a. Elementary Science Labs
	b. STEAM Labs
	c. iMac Labs: Lab at Nolan; additional
	equipment and upgrades for
	Thrasher and SMMHS.
	d. Art classrooms at SMMHS
	e. World Language Lab at SMMHS
	f. Outdoor Classroom at Thrasher
	g. Outdoor Classroom at Nolan
	h. Outdoor classroom at SMMHS.
	i. Implementation of Tablet test
	classrooms & teacher training sites.
	j. Technology Coach & IT support staff
	(– see strand E strategy 3).
	13. Select member to represent all Signal
	Mountain stakeholders including: Towns of
	Signal Mountain, Walden as well as
	parents, PTAs, teachers and businesses.
	14. Implement PC/Mac mobile laptop labs at
	SMMHS to improve classroom access to
	computer labs.
Committee:	Long range planning (LRP)
Leader:	MEF: Mike Taylor
	Thrasher: Regina Brock
	SMMHS: Robin Copp
	Nolan: Shane Harwood
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Timeline:	Ongoing.
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The MEF Long Range Planning Committee (LRP) will work closely with principals and HCDE to identify additional school needs, prioritize classroom and facility upgrades and work together to implement each project. MEF will focus resources on initiatives that compliment each school's improvement plan. The LRP Committee members will include: The principals from each school, two teachers from each school, and two parents from each school, MEF staff and board.