



2019-2024 Strategic Plan



BEDFORD COUNTY BOARD OF
EDUCATION



TOGETHER WE LEARN





GOAL 1- Focus On Every Student

Rationale: Educational programs and opportunities will be based on the provision of learning to a higher standard.

Objectives:

- Develop the whole child throughout the entire educational system
- Set high expectations for all students
- Assess, remediate and enrich each student
- Provide appropriate curriculum materials to all specialized groups

STRATEGIES

All Grade Levels

- REDUCE CHRONIC ABSENTEEISM RATE TO 10%
- INCREASE STUDENT GROWTH ON TVAAS TO A LEVEL 3 IN ALL AREAS
- INCREASE THE PROFICIENCY IN ELA TO 75% OR HIGHER BY 2024
- RAISE ELPA SUCCESS RATE FROM 48.5 TO 55%

Grades PreK-8

- DOUBLE THE NUMBER OF PRE-K CLASSROOMS BY 2024
- INCREASE THE NUMBER OF LITERACY COACHES

Grades 9-12

- INCREASE AVAILABILITY & PARTICIPATION IN EARLY POST-SECONDARY OPPORTUNITIES (EPSOs)
- PREPARE STUDENTS SO THAT A MAJORITY OF THE CLASS OF 2020 WILL EARN A POST-SECONDARY CERTIFICATE, DIPLOMA, OR DEGREE
- ACHIEVE A SYSTEMWIDE AVERAGE SCORE OF 21 ON THE ACT BY 2020
- CONTINUE TO PROVIDE GRADUATION COACHES TO MAINTAIN OR IMPROVE A GRADUATION RATE OF 92



GOAL 2- Effective Educators

Rationale: All teachers, administrators, and supervisors will be qualified individuals who complete strong professional preparation programs, continue to grow professionally and are responsible for the improved performance of schools and the school system.

Objectives:

- Refine employment and recruitment process
- Create a pipeline of talent for administrative roles
- Provide support and professional development for principals
- Expand staff development opportunities
- Improve teacher, evaluation, retention, morale & promotion practices

STRATEGIES

- STRESS THE STANDARDS AND STRONG RIGOR IN THE CLASSROOM
- EXPLORE ALL OPTIONS FOR TEACHER RETENTION
- ENHANCE PROFESSIONAL LEARNING OPPORTUNITIES
- ENHANCE RECRUITMENT INITIATIVES; HIRE MORE HIGH QUALITY TEACHERS
- FOSTER A SENSE OF COMMUNITY
- SEARCH FOR EFFECTIVE WAYS TO REDUCE THE BURDENS ON TEACHERS
- FOSTER A PIPELINE FOR FUTURE EDUCATORS
- INSTITUTE A FUTURE ADMINISTRATOR’S ACADEMY
- STRIVE FOR COMPETITIVE WAGES AND BENEFITS





GOAL 3- Engage Parents & Community

Rationale: All segments of the public will be made aware of the importance of education.

Objectives:

- Develop a comprehensive public relations program
- Create family-friendly schools
- Communicate more effectively with parents & community

STRATEGIES

- INCREASE COMMUNITY OUTREACH OPPORTUNITIES
- BETTER COORDINATE SOCIAL SERVICES WITH SOCIAL WORKERS, GUIDANCE COUNSELORS AND COMMUNITY RESOURCES
- EXPLORE A FAMILY RESOURCE CENTER
- INCREASE SOCIAL MEDIA OUTREACH
- HIRE A MEDIA COMMUNICATIONS DIRECTOR
- FOSTER A SENSE OF COMMUNITY THROUGH INCREASED PARENT ENGAGEMENT AND AWARENESS
- INCREASE FAMILY INVOLVEMENT PROGRAMS THROUGHOUT THE SYSTEM
- INCREASE COMMUNICATION EFFORT (TELL OUR STORY)





GOAL 4- Improve Infrastructure

Rationale: All students and school personnel will be provided an environment that is safe and conducive to learning.

Objectives:

- Provide a safe and secure environment for students & employees
- Continue to upgrade safety and security measures
- Create a 21st century learning environment
- Develop a strategically focused technology plan
- Offer a digital textbook solution for core curriculum
- Effectively assess and analyze facilities
- Provide and maintain adequate facilities
- Develop responsible budgets that support educational measures which advance student learning
- Identify non-traditional revenue sources and secure funding

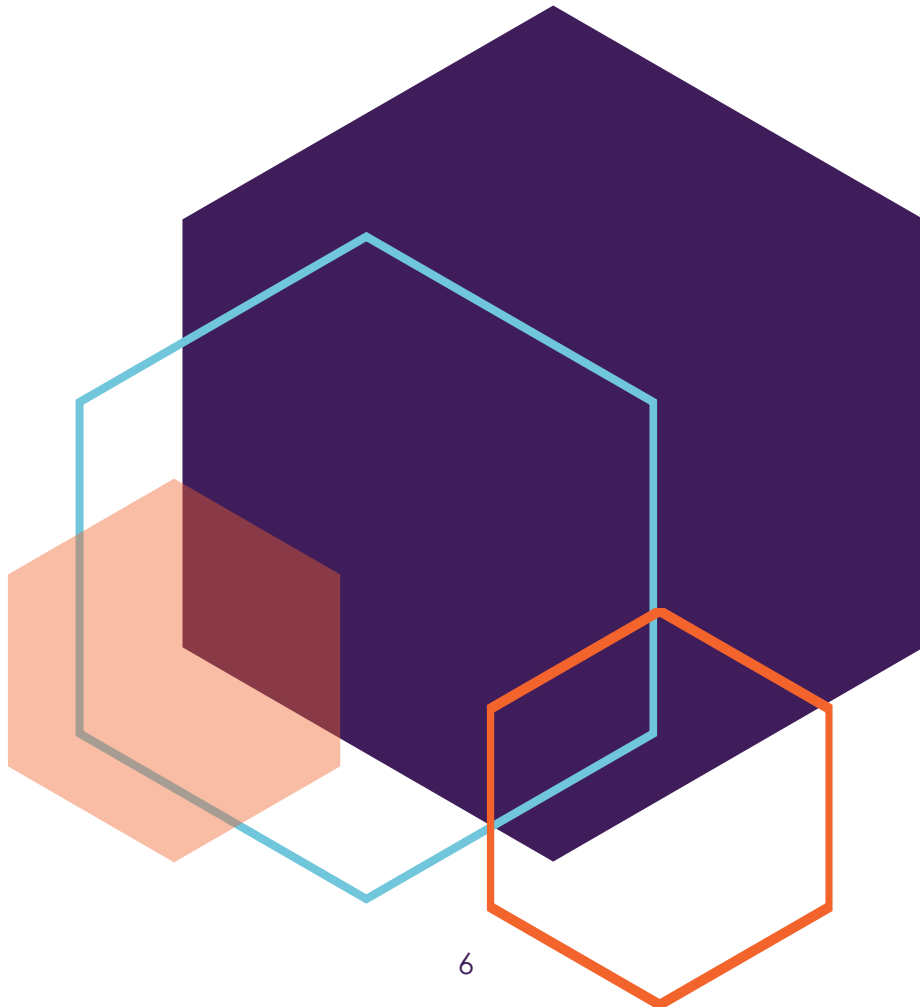


STRATEGIES

- CONTINUE TO PHASE-IN WITH PILOTS TO REACH THE 1:1 DEVICE RATIO
- DEVELOP & MAINTAIN COMPREHENSIVE SAFETY PLANS FOR EACH SCHOOL AND THE SYSTEM IN CONJUNCTION WITH LOCAL LAW ENFORCEMENT & LOCAL EMERGENCY MANAGEMENT
- CONTINUE TO UPGRADE THE SECURITY OF EACH SCHOOL THROUGH THE USE OF CAMERAS, LIMITING ACCESS POINTS, TECHNOLOGY, AND INFRASTRUCTURE
- DEVELOP A LONG RANGE COMPREHENSIVE CAPITAL OUTLAY PLAN FOR ROOFS, HVAC, AND BOILERS FOR EACH FACILITY
- PURCHASE LAND FOR A NEW ELEMENTARY SCHOOL
- SEEK FUNDING AND BUILD A NEW ELEMENTARY SCHOOL TO ALLEVIATE OVERCROWDING AND TO ACCOMMODATE CONTINUOUS GROWTH
- DEVELOP A REZONING PLAN WHEN THE NEW ELEMENTARY SCHOOL IS BUILT
- CONTINUE TO UPGRADE 10-YR BUILDING PROGRAM FOR THE SYSTEM BASED ON GROWTH PATTERNS ACROSS THE COUNTY
- DEVELOP AND IMPLEMENT AN ENERGY MANAGEMENT PLAN

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ACTIONS & MEASURES





GOAL 1- Focus On Every Student

ACTIONS & MEASURES

STRATEGY: REDUCE CHRONIC ABSENTEEISM RATE TO 10%

ACTION: Reduce chronic absenteeism to 10% or less through refined attendance initiatives and procedures at the individual school level.

MEASURE:

2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
14.3%	13.1%					

STRATEGY: INCREASE STUDENT GROWTH ON TVAAS TO A LEVEL 3 IN ALL AREAS

ACTIONS:

- Principals will conduct data conversations with teachers to understand how to use teacher value added reports to improve student progress.
- Principals will meet with the CORE office regularly to further their knowledge in the use of TVAAS data.
- Principals will use the data of TVAAS to work with their regular school PLC's to analyze data to improve instruction.
- We have partnered with Instruction Partners on ATSI schools (Southside, Liberty, Harris) and in addition, Learning Way. Instructional walk-throughs followed up with coaching conversations that include Principals and Teachers.
- Raise 3-12 TNReady Success Rate from 28 to 34.
 1. Instructional Supervisors will conduct walk-throughs followed by coaching conversations with Principals and Teachers, Data informed decisions during PLC meetings will take place.
 2. Professional development will be geared toward best practices.



-Raise 2nd Grade Literacy Rate from 26.2 to 34.

1. Early elementary grades will utilize a common phonics curriculum instruction.

TVAAS MEASURE:

	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Overall	1	2					
Math	1	1					
ELA	1	3					
Science	1	No Test					
S Studies	1	5					

SUCCESS RATE:

	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Success	28.2%*						

*Based on Reading, Math, Science

STRATEGY: INCREASE THE PROFICIENCY IN ELA TO 75% OR HIGHER BY 2024

ACTIONS:

- High quality professional development for instructional staff.
- Train literacy coordinators in the Train the Trainer model of the Early Literacy course.
- Train ELA teacher leaders in the Read to be Ready model.
- Literacy coordinators and leaders for all elementary schools.
- Enhance literacy for English Learners with instruction through WIDA standards.
- Utilization of Instructional Maps.
- Data collection analysis. Analysis in PLC meetings will be major focus.
- Prevention/Intervention for Reading.

ACADEMIC ACHIEVEMENT MEASURE:

	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Math	24.4%						
ELA	23.9%						
Science	39.1%						
S Studies	26.3%						



STRATEGY: RAISE ELPA SUCCESS RATE FROM 48.5 TO 55%

ACTIONS:

- Address job-embedded PD needs of the instructional staff to support ELPA growth.
- Administrators will increase their indicator score to the next level on the TEAM administrator self-practice indicator.
- Train EL teachers on WIDA standards and TN State Standards.
- Ensure EL student growth on TNReady and WIDA tests.
- Consultation of T1-T4 Students.
- Before and/or After School Programs.

MEASURE:

2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
48.5%	44.2%					

STRATEGY: DOUBLE THE NUMBER OF PRE-K CLASSROOMS BY 2024

ACTIONS:

- Two additional classrooms are being added for 2019-20 school year.
- Cohesive plan of action has been instituted to bring an inclusive Pre-K class to each of our school sites, as physical space allows. (Two sites already have an inclusive blended program currently operating.)

MEASURE:

Regular Pre-K Classes

2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
5	7				

Special Ed Pre-K Classes (2 sessions each day)

2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
3	3				



STRATEGY: INCREASE THE NUMBER OF LITERACY COACHES

ACTIONS:

-In 2017-18 literacy coaches were half-time. In 2019-20 school year they are all full-time, effectively increasing by 50%. There are two system-wide coaches and 7 coaches at Title I schools.

MEASURE:

2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
9 @ 50%	9				

STRATEGY: INCREASE AVAILABILITY AND PARTICIPATION IN EARLY POST-SECONDARY OPPORTUNITIES (EPSOs)

ACTIONS:

- Implement Work Ethic Diploma distinction.
- Work with TCAT and Motlow to increase EPSO opportunities and industry certifications for all CTE students.
- Add additional Advanced Placement classes.
- Work with Partners in Education to increase the number of internships.

READY GRADUATE (Student readiness for postsecondary and career) MEASURE:

2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
30.8%	32.9%					

CTE CONCENTRATORS MEASURE:

2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
43.8%						



STRATEGY: PREPARE STUDENTS SO THAT A MAJORITY OF THE CLASS OF 2020 WILL EARN A POST-SECONDARY CERTIFICATE, DIPLOMA, OR DEGREE

ACTIONS:

-Increased dual credit and dual enrollment opportunities through local TCAT and Motlow State.

POST SECONDARY ENROLLMENT MEASURE:

2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
54.3%	54.9%					

STRATEGY: ACHIEVE A SYSTEMWIDE AVERAGE SCORE OF 21 OR HIGHER ON THE ACT BY 2020

ACTIONS:

-Training for ACT prep classes for teachers.

-Collect and analyze annual ACT data.

-ACT Prep classes for students.

-ACT Extended Learning after school and on Saturday at each high school.

-Lesson plans to highlight ACT connections.

-ACT district team consisting of Supervisors and Assistant Principals to train and support teachers.

-Purchase of ACT Work Keys for use of high school flex time for Sophomores.

-ACT diagnostic test for all high school students.

MEASURE:

2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
19.1	19.5					

STRATEGY: CONTINUE TO PROVIDE GRADUATION COACHES TO MAINTAIN OR IMPROVE A GRADUATION RATE OF 92

MEASURE:

2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
92	90.9	91.3					



GOAL 2- Effective Educators

STRATEGY: STRESS THE STANDARDS AND STRONG RIGOR IN THE CLASSROOM

ACTIONS:

-Promote Leadership/Instructional Stability through:

- 1. Competency in instruction.**
- 2. Focus on Tier 1 Instruction**
- 3. Communication of Instructional Expectations**
- 4. Standards-based Curriculum**
- 5. Highly-trained Personnel**
- 6. Data-driven Instruction**
- 7. Instructional Leadership training.**

MEASURES:

Growth scores

Teacher TEAM evaluations

STRATEGY: EXPLORE ALL OPTIONS FOR TEACHER RETENTION

ACTIONS:

-Provide additional support through:

- Instructional coaches**
- SMART training**
- 30 hours of Professional Learning yearly**
- Teacher support through weekly PLC meetings**



MEASURES:

TEAM evaluation Level of Effectiveness scores

Monitor annual SDOE Human Capital Data

STRATEGY: ENHANCE PROFESSIONAL LEARNING OPPORTUNITIES

ACTIONS:

- Early Literacy Instructional Practices
- Tier 1 Instructional Practices
- Response to Intervention
- ACT Preparation
- Professional Learning Communities
- Monthly Power Hour Professional Learning opportunities

STRATEGY: ENHANCE RECRUITMENT INITIATIVES; HIRE MORE HIGH QUALITY TEACHERS

ACTIONS:

- Promote consistency in hiring throughout the system with standard hiring practice guidelines
- Maintain a database of pre-screened, potential candidates and that is available to administrators
- Create a recruiting video using current employees

Measure:

SDOE Human Capital Data

TEAM evaluation Level of Effectiveness scores



STRATEGY: FOSTER A SENSE OF COMMUNITY

ACTIONS:

- Partnership with Vanderbilt-Tennessee Behaviors Support Project
- High quality relationships
- Staff gatherings at school level and system-wide
- Professional Learning Communities

Measure:

- Satisfaction surveys

STRATEGY: SEARCH FOR EFFECTIVE WAYS TO REDUCE THE BURDENS ON TEACHERS

ACTIONS:

- Standards-based curriculum materials are being purchased
- Collaborative Conferencing
- Laptop provided to each teacher

STRATEGY: FOSTER A PIPELINE FOR FUTURE EDUCATORS

ACTIONS:

- “Teaching as a Profession” class being taught at high schools
- Collaboration with universities

STRATEGY; INSTITUTE A FUTURE ADMINISTRATOR’S ACADEMY

ACTIONS:

- Assistant Principals will meet monthly for professional learning

STRATEGY: STRIVE FOR COMPETITIVE WAGES AND BENEFITS

ACTIONS:

- Monitor comparable data
- Collaborative Conferencing



GOAL 3- Engage Parents & Community

STRATEGY: INCREASE COMMUNITY OUTREACH OPPORTUNITIES

ACTIONS:

-In partnership with our BCS Communications Supervisor, we will plan, execute, and evaluate events throughout the school year in order to build closer relationships, provide ways in which families and schools can partner, and identify the changing needs of families.

-Grant secured for School Pantry Project in partnership with Second Harvest Food Bank

STRATEGY: BETTER COORDINATE SOCIAL SERVICES WITH SOCIAL WORKERS, GUIDANCE COUNSELORS AND COMMUNITY RESOURCES

ACTIONS:

-Collaborate with local agencies to develop a resource guide for families in order to provide support when support services are needed.

STRATEGY: EXPLORE A FAMILY RESOURCE CENTER

ACTIONS:

-Presentation from Taylor Rayfield, Coffee County Family Resource Center (February 2019)

-Evaluate current family resource offerings in order to identify ways in which BCS can continue to evolve in ways that best remove barriers to student learning (i.e.: clothing, school supplies, etc.)

STRATEGY: HIRE A MEDIA COMMUNICATIONS DIRECTOR TO ENHANCE COMMUNICATION AND INCREASE SOCIAL MEDIA OUTREACH

ACTIONS:

-Create a comprehensive job description (March 2019)

-Get board approval for new position (in 2019-20 Budget)

-Hired for effective start date August 1, 2019.



STRATEGY: FOSTER A SENSE OF COMMUNITY THROUGH INCREASED PARENT ENGAGEMENT AND AWARENESS

STRATEGY: INCREASE FAMILY INVOLVEMENT PROGRAMS THROUGHOUT THE SYSTEM

ACTIONS:

- Institute more engagement programs such as the Annual Ready, Set, Go program
- Continued English classes for families during the days and evenings to build stronger communication skills within our community

STRATEGY: INCREASE COMMUNICATION EFFORT (TELL OUR STORY)

ACTIONS:

- Increased social media participation across Twitter, Facebook, etc.
- Enhanced public relations
- New website



GOAL 4- Improve Infrastructure

STRATEGY: CONTINUE TO PHASE-IN WITH PILOTS TO REACH THE 1:1 DEVICE RATIO

ACTIONS:

- Presentation to the Board on progress of the first pilot program (April 2019)
- Approval for purchase of laptops for all high school students (April 2019)

MEASURES:

- Rollout of laptops for high-schoolers for start of school year 2019-20

STRATEGY: DEVELOP & MAINTAIN COMPREHENSIVE SAFETY PLANS FOR EACH SCHOOL AND THE SYSTEM IN CONJUNCTION WITH LOCAL LAW ENFORCEMENT & LOCAL EMERGENCY MANAGEMENT

ACTIONS:

- Threat assessments are to be completed by all schools this year
- CSH Coordinator is a member of the County Safety Committee
- Safety plans to be reviewed by Bedford County Safety Committee

STRATEGY: CONTINUE TO UPGRADE THE SECURITY OF EACH SCHOOL THROUGH THE USE OF CAMERAS, LIMITING ACCESS POINTS, TECHNOLOGY, AND INFRASTRUCTURE

ACTIONS:

- In 2018-19 all system were upgraded to allow for a plan to add additional cameras
- Door entry systems will be upgraded to coordinate with the new camera system



STRATEGY: DEVELOP A LONG RANGE COMPREHENSIVE CAPITAL OUTLAY PLAN FOR ROOFS, HVAC, AND BOILERS FOR EACH FACILITY

ACTIONS:

- Environmental services is working on a comprehensive plan (March 2019)

STRATEGY: PURCHASE LAND FOR A NEW ELEMENTARY SCHOOL

ACTIONS:

- Formally request initiation of taking bids for land purchase (April 2019)

MEASURES:

- Open for bids (June 2019 – one bid received)
- Bid rejected and land put out for rebid with additional specifications (July 2019)
- Bids received and being analyzed for how they meet specifications (August 2019)
- Building Study Session “Building The Future” (October 2019)

STRATEGY: SEEK FUNDING TO BUILD A NEW ELEMENTARY SCHOOL TO ALLEVIATE OVERCROWDING AND TO ACCOMMODATE CONTINUOUS GROWTH

STRATEGY: DEVELOP A REZONING PLAN WHEN THE NEW ELEMENTARY SCHOOL IS BUILT

STRATEGY: CONTINUE TO UPGRADE THE 10-YR BUILDING PROGRAM FOR THE SYSTEM BASED ON GROWTH PATTERNS ACROSS THE COUNTY

ACTIONS:

- Present an updated, prioritized 10-year building program (May 2019)

STRATEGY: DEVELOP AND IMPLEMENT AN ENERGY MANAGEMENT PLAN



AUGUST, 2019

BEDFORD COUNTY BOARD OF EDUCATION

John Boutwell, Chairman

Brian Crews, Vice-Chairman

Diane Neeley

Glenn Forsee

Dr. Andrea Anderson

Michael Cook

David Brown

Nicole Cashion

Dan Reed

SUPERINTENDENT

Don Embry