



# Strategic Plan

## VISION 2020

MARY ANN GEMMILL,  
SUPERINTENDENT

# To Our Community,

I am proud to present this strategic plan to the Christian County Board of Education and to our entire community. As superintendent of Christian County Public Schools, I feel fortunate to have the opportunity to lead this school district. As a whole, our work is going well: through the cooperative efforts of our School Board, principals, teachers, our entire staff, and families, our students and schools have made great strides in the last several years. We have seen improvement in the level of performance as the District has moved from the 'Needs Improvement' classification to 'Proficient – High Progress'. While we are pleased with our progress, it continues to be necessary to focus our work on continuous improvement. We cannot rest on the accomplishments of the past but must continue to address the challenges that are ahead in the pursuit of excellence.

Many of the district's priority outcomes have been met or exceeded in the Strategic Plan adopted by the board July 2014 and updated in 2015-16. We have worked to refine our strategic actions *through a continuous improvement approach to refine and achieve priority goals* in this for *Next -Generation CCPS Strategic Plan - Vision 2020*.

Our goals and strategies include: student achievement, people, service, quality, and operational effectiveness. We have refined the use of stakeholder survey data to provide additional measures for monitoring and action planning to continuously improve employee engagement and stakeholder satisfaction with services provided. It is our intent to develop, review and align goals, measures, progress monitoring, and action planning to create annual District, Division, and Department and School scorecards aligned to the CCPS Strategic Plan – Vision 2020. We have engaged explicitly with operational leaders with the goal of supporting departmental and school leadership in planning the work and to development clear alignment between departmental functions, goals, financial and operational priorities, and goals of the Strategic Plan.

Goals and Strategies are regularly communicated to the Board at Workshops/Regular Board Meeting and to the community through presentations, newspaper & radio interviews. They are measured for progress and monitored throughout the year. Good plans shape good decisions. We formulate a data driven plan and we work the plan. We define the scope of our work through the Strategic Plan. This plan is reflective of the work to continue to move the district forward.

The vision, mission and goals are reflected yearly in the Comprehensive District Improvement Plan (CDIP) as well as the Comprehensive School Improvement Plans (CSIPs). The Leadership Team at each school is asked to review existing SIP's, evaluate them using the district's Strategic Plan, and note areas where alignment could be improved in preparation for the release of student achievement data & the annual progress to update CSIP's. Each school has a goal aligned to the district vision & the strategic plan.

We need to set our goals based on the demands that students will face as they move from our early childhood programs to the preparation necessary for college and career readiness. It is our intention to use this strategic plan toward that end. This strategic plan will drive the work of the district over the

next four years as we move toward our vision that *“all students graduate prepared for ongoing learning as well as community and global responsibilities.”* This plan identifies the essential strategies that we will use to meet our goals and will make it clear to all of our stakeholders how we will hold ourselves accountable for our progress.

Clearly, as an organization, we cannot do everything. The impact of the current state of the economy will necessitate changes in the way we as a district lead our schools. Through this process we have recognized the need to lead as a school district rather than as district of schools. We will have to make some difficult choices, identify priorities and focus on the tactics and programs that will benefit our students the most. We recognize there are opportunities to leverage the collective strength of the district to the benefit of students.

We know that some of what we are already doing is working. And, we know that other areas need improvement and this process has helped us identify what some of those areas are and how better to align and deploy our resources as a district to meet the needs of our students.

One of the most important aspects of this plan is that it is based on a community vision for education. Even before my appointment as Superintendent of Schools, the community identified educational needs as a top priority in the Christian County Cares 2015 Vision Plan. This strategic plan uses that initial work of this community as a foundation and a springboard. With the support of the community, this plan becomes a living document that articulates where we are, where we are going, and how we plan to get there.

I would like to thank the School Board for their leadership and support of this work and to the countless individuals and organizations that have participated in the process, including my senior staff, principals, teachers, non-instructional staff, families and other community members. Special recognition goes to our strategic planning team that dedicated substantial time and effort to this process.

I know we have the capacity to become an outstanding district. We have demonstrated strong growth over the past five years and, by working together, we can help all of our students succeed.

Mary Ann Gemmill  
Superintendent  
Christian County Public Schools

### **Strategic Planning Committee**

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Amy Wilcox

Susie Hartline

Tracy Leath

Laura Morris

Vicki Myers

Heather Lancaster

Brad Hawkins

SUPERINTENDENT ADVISORY COUNCIL

BOARD MEMBERS

COMMUNITY MEMBER

PRINCIPALS

### **Communications and Community Partnerships Team**

Heather Lancaster

### **Family/Parent Involvement Team**

Heather Lancaster

Melanie Barrett

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### **Operations Team**

Brad Hawkins

Jessica Darnell

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Mike Brumley

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Tonya Oakley  
Heather Lancaster  
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Rick Jennings  
JaNaysha Williams

**CCHS Student**

# VISION 2020

Transform the educational environment to meet the ongoing demands of 21<sup>st</sup> Century learning so that all students are engaged in a high quality, equitable education and are prepared for community and global responsibilities.

## Mission

Create an educational culture of continuous growth through shared partnerships and responsibilities.

## CCPS has goals in four focus areas.

- Goal 1      Ensure academic proficiency and successful transition to life.
- Goal 2      Provide internal and external stakeholders with sustainable resources, promoting equitable services to ensure the growth and success of all students.
- Goal 3      Maintain operational efficiency and fiscal responsibility to provide a safe and supportive learning environment.
- Goal 4      Establish and deepen a culture of community engagement and communication.

## **Goal 1: Ensure academic proficiency and successful transition to life.**

The Instructional Services Division is committed to creating and enhancing innovative, high quality learning environments that empower students for a life of self-directed lifelong learning, adaptability, and individual fulfillment.

### **A. STUDENT LEARNING**

- 1A.1. Implement and monitor a system that aligns the written, taught, and tested curriculum that requires teachers to differentiate the taught curriculum in order to engage and to meet the needs of the whole child.
- 1A.2. Implement, monitor and evaluate a systemized delivery of research-based instructional best practices aligned to the district curriculum/ educational programs in support of improved student learning.
- 1A.3. Utilize predictive and adaptive data to inform instructional decision-making, including Universal Screener, formative assessments, district benchmarking, and other locally-created measures to ensure students are meeting annual personal targets for improvement based on individual student trajectory toward proficiency.
- 1A.4. Implement, monitor and evaluate the effectiveness of reading and math interventions for students who are not performing at a proficient or benchmark level.
- 1A.5. Develop, implement, monitor and evaluate strategies targeted to reducing the achievement gap
- 1A.6. Develop and implement strategies designed to close the “Opportunity Gap.”
- 1A.7. Provide for continuous improvement of systems designed to support equitable student outcomes.

### **B. TRANSITION READINESS**

- 1B.1. Develop a culture for transition readiness at each level with emphasis on exploration of career fields, attendance, essential life and work-ready skills, and postsecondary planning at the middle and high school levels
- 1B.2. Provide support and monitoring systems to ensure exiting primary students have a strong literacy and numeracy foundation.

### **C. CAPACITY BUILDING**

- 1C.1. Design and implement a personalized system of professional learning targeted to the needs of the schools and their staff members that is congruent to strategic priorities and individual growth needs.
- 1C.2. Develop teacher leadership from the classroom level through practitioner-based delivery of job-embedded professional learning that is ongoing throughout the year.

- 1C.3. Develop teacher leadership capacity through greater teacher ownership of district processes and structures such as instructional rounds, professional learning communities and professional learning.
- 1C.4. Develop teacher capacity in the use of instructional technology with students being the creators and developers of products by expanding the use of learning platforms and innovative instructional methodology



## **Goal 2: Provide equitable services that ensures growth and success of all students.**

The Administrative Services Division is committed to providing ethical, legal services and comprehensive planning in order to attract, develop, motivate and retain a highly-qualified, diverse workforce with an emphasis on customer service and communication to meet the challenges of a challenging world.

### A. Student Learning

- 2A.1 Recruit and retain effective, highly qualified employees.
- 2A.2 Build leadership capacity for employees across the district.
- 2A.3 Increase the use of technology based systems for record keeping and records management.
- 2A.4 Develop, implement and refine the Certified Evaluation Plan.
- 2A.5 Develop a system to track the attendance rate of employees.
- 2A.6 Develop and implement a process to secure substitute teachers and assistants.

### B. Student Services

- 2B.1 Develop school and district process that will increase student attendance and decrease district truancy.
- 2B.2 Develop safe, orderly, supportive learning environments built on respect and encouragement where all individuals believe they can make a positive difference (PBIS).
- 2B.3 Refine the student transition program to ensure students transition between programs and sites within the school setting.
- 2B.4 Utilize systems to track student discipline rates to reduce student suspension and in school suspension rates.
- 2B.5 Sustain and monitor systems to ensure a decrease in student disparity rates in the areas of suspension and in school suspension rates.
- 2B.6 Sustain school and district processes and procedures to increase student attendance and decrease truancy.
- 2B.7 Develop processes and procedures to decrease chronic absenteeism.
- 2B.8 Develop Home Hospital Committee Meeting processes and procedures to provide the optimum educational setting and transition back to the home School.

2B.9 Develop processes and procedures for schools to track and locate no-shows to ensure student achievement and safety.

2B.10 Implement process and procedures to track Home School consistent enrollment and attendance.

## **Goal 3: Maintain operational efficiency and fiscal responsibility to provide a safe and supportive learning environment.**

The Operations Division is committed to maintaining fiscal responsibility while creating and maintaining an inviting, safe, caring environment which supports teaching and learning.

### **STRATEGIES:**

#### **A. Policies and Procedures**

- 3A.1 All departments will provide professional development and update training to keep staff updated on certifications and current procedures.
- 3A.2 All departments will review and revise policies and procedures to comply with all local, state, and federal laws and guidelines.
- 3A.3 Explore, plan, implement, and support innovative solutions which improve efficiency, cost savings and customer satisfaction.

#### **B. SAFETY**

- 3B.1 Assist schools with maintaining, updating, and implementing SBDM Council approved crisis management plans
- 3B.2 Upgrade building security systems to ensure the safety of all students and personnel.
- 3B.3 Continue district wide safety committee to review safety data and communicate results and recommendations.
- 3B.4 Provide health services for students to assure required screenings, immunization compliance, and to train schools staff on individual needs of students with chronic health conditions.

#### **C. FINANCE**

- 3C.1 Provide timely, accurate communication to the Board of Education, district departments, school leadership, and stakeholders regarding budgets and expenditures.
- 3C.2 Work collaboratively with district and school leadership to plan, align, and monitor budgets and expenditures to support the vision and mission of the district.
- 3C.3 Provide financial information to Superintendent and district leadership to assist in long-range planning.
- 3C.4 Revamp salary schedule for alignment with similar school districts and greater ease of use.

#### **D. FACILITIES**

- 3D.1 Collaborate with local service providers, district leadership, and site-based leaders to implement energy savings plan.
- 3D.2 Prepare reports on energy savings data to the Superintendent and Board of Education.
- 3D.3 Develop a long-range facility plan to be used to guide the board in funding and taxation decisions.
- 3D.4 Establish system and processes to better manage and track inventory.
- 3D.5 Collaborate with long-term facility planner on future construction projects.

#### **E. TECHNOLOGY**

- 3E.1 Explore, plan, implement, and support innovative hardware, systems and process to improve communication, data management, teaching and learning.
- 3E.2 Upgrade and maintain infrastructure to provide better technological support to all facilities.
- 3E.3 Build the capacity of teachers to ensure technology instruction is utilized in every classroom to enable student-led project based learning.
- 3E.4 Increase use of LMS by both teachers and students to increase electronic communication.
- 3E.5 Eliminate student workstations and increase wireless capabilities for more mobile classroom experiences.

#### **F. TRANSPORTATION**

- 3F.1 Follow maintenance plans which extends the life expectancy of transportation equipment and vehicles.
- 3F.2 Develop a replacement cycle for busses to ensure to our fleet is up to date.

#### **G. FOOD SERVICES**

- 3G.1 Promote healthy nutrition choices and options for all students.
- 3G.2 Communicate with all stakeholders through the district website the importance of healthy eating habits and promote the school nutrition program.
- 3G.3 Work with school staff to incorporate nutritional content and strategies into classroom instruction and activities.
- 3G.4 Encourage schools to use alternative rewards for students other than food.
- 3G.5 Continue Community Eligibility Provision

### **Goal 4: Community Engagement and Communication**

The goal of community engagement and communication is to establish and deepen a culture of community engagement and communication.

#### **A. COMMUNITY ENGAGEMENT AND PARTNERSHIPS**

- 4A.1. Create a coordinated system of student support and transition K-12 that will result in higher rates of academic, technical and military readiness, student attendance, and graduation rates.
- 4A.2. Work collaboratively with local, regional and state partners to expand career pathways, work-based learning programs, and opportunities for advanced coursework.
- 4A.3. Implement and monitor processes to improve student achievement and stakeholder engagement while streamlining costs where possible.

#### **B. PUBLIC RELATIONS**

- 4B.1. Acknowledge, celebrate and promote the success and excellence of students and staff members
- 4B.2. Develop a Public Relations Campaign to communicate and celebrate and promote the highlights and successes of the Christian County School System.

#### **C. COMMUNICATION**

- 4C.1 Engage and promote effective two-way communications with partnerships to gather stakeholder input on school district initiatives and operations for student success.
- 4C.2 Provide communication support and training to assist schools with students, parents, staff, the community and media
- 4C.3 Enhance website and social media tools to effectively communicate relevant and timely communications, while increasing traffic and viewership to all stakeholders

Christian County Public Schools Scorecard 2020

<p><b>Student learning:</b> <i>Ensure all students achieve academic proficiency and a successful transition to life</i></p>	<p><b>Staff and Student Support Services:</b> <i>Provide equitable services that ensure the growth and success of all students</i></p>	<p><b>Community Partnerships:</b> <i>Encourage sustainable partnerships among all stakeholder groups and with the Christian County community</i></p>	<p><b>Fiscal and Operational:</b> <i>Maintain fiscal responsibility while creating and sustaining an inviting, safe, caring environment which supports learning and achieving</i></p>
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Strategic Plan Goals

<p>Increase the number of students scoring proficient or above in reading from <b>45% to 53%</b> as indicated by EOY District Standards Assessments by June 2018 (grades 2-8; English II).</p>	<p>Increase the retention rate of teachers in first five years  <b>From 85.06% to 88% by June 2018</b></p>	<p>Achieve parent satisfaction baseline of <b>3.75</b> on <i>"I receive positive phone calls, emails, or notes about my child from school"</i></p>	<p>Reduce the amount of workman compensation claims by 5% <b>by June 2018.</b></p>
<p>Increase the number of students scoring proficient or above in mathematics from <b>40% to 52%</b> as indicated by EOY District Standards Assessment by June 2018 (grades 2-8; Algebra II).</p>	<p>Increase the mean score on the Employee Engagement Survey <b>from 3.98 to 4.08 by June 2018</b></p>	<p>Achieve parent satisfaction baseline of <b>3.75</b> on <i>"I regularly receive feedback from school staff on how well my child is learning"</i></p>	<p>Increase mean on the District Services Survey <b>from 4.25 to 4.3 by May 2018.</b></p>
<p>Decrease the achievement gap in reading for African-Americans and Students with Disabilities <b>by 10%</b> as indicated by EOY District Standards Assessments (grades 2-</p>	<p>Chronic absenteeism will decrease <b>by 1%</b> by June 2018</p>	<p>Increase partnerships to aide in positive transitions to work and/or college. <b>From 4 apprenticeships to 8 apprenticeships/ from 37 dual credit options to 42 dual credit options</b> by May 2018</p>	<p>Increase the number of students eating school breakfast by 15% by June 2018.</p>

<p>8; English II) by June 2018.</p>			
<p>Decrease the achievement gap in mathematics and reading for African-Americans and Students with Disabilities by <b>10%</b> as indicated EOY District Standards Assessments (grades 2-8; high school) by June 2018.</p>	<p>The suspension rate for all students will <b>decrease by 9%</b> by June 2018</p>		<p><b>By July 2019 increase</b> the number of projects completed through the use of capital outlay dollars and ending fund balance and <b>reduce</b> the number of projects requiring use of bonding/debt service by applying a more effective and efficient long range planning process.</p>
<p>Baseline data will be collected to determine: the number of students achieving at least 1 year growth as measured by college readiness exam at Grades 9 and 10 and the Reading and Math Inventory in Grades 1-8.</p>			
<p>Baseline data will be determined for Transition Readiness using new measures for Technical Readiness, College Readiness, and Military Readiness as</p>			

determined by the KDE.			
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# Board of Education and Superintendent



Geoff Baily, District 1



Linda Keller, District 4



Sue Hayes, District 2



Tom Bell, District 5



Lindsey Clark, District 3



Mary Ann Gemmill,  
Superintendent