

Hawkins County Schools
Strategic Plan
2015-2020



Prepared by the Strategic Plan Review Team
Approved by the
Hawkins County Board of Education
January 4, 2018

**Hawkins County Schools Strategic Planning Team
2017-2018**

Steve	Starnes	Director of Hawkins County Schools
Susie	Armstrong	Parent
Melville	Bailey	Mayor, Hawkins County
Reba	Bailey	Federal Programs Supervisor, Assistant Director of Schools
Rebecca	Baker	Hawkins County Industrial Board
Nancy	Barker	Director of Rogersville/Hawkins County Chamber of Commerce
Bobbi	Bernard	Teacher, Clinch School
Gabrielle	Buchanan	Cooper Standard (Industry)
Clifford	Bunch	Transportation Supervisor (Current)
John	Burdine	TN College of Applied Technology
Kelli	Campbell	Principal, Mt. Carmel Elementary School
Tara	Churchwell	Teacher, Rogersville Middle School
Lori	Davis	Teacher, Surgoinsville Middle School
Mary Ann Teresa	Davis Drinnon	Principal, St. Clair Elementary School Personnel Supervisor (2016-2017)
Melissa	Farmer	Finance Director (Current)
Kresent	Flannary	Parent
Tammy	Gibson	Special Education Assistant Supervisor
Shannon	Glass	Maintenance Supervisor
Michelle	Harless	Federal Programs Assistant Supervisor
Beth	Holt	Assistant Director of Schools for Curriculum & Instruction
Matthew	Hunter	Walters State Community College
Dickie	Hutson	Elementary Supervisor
Angela	Jackson	Special Education Supervisor
Aaron	Kenner	Attendance Coordinator
Mandy	Kenner	Food Services Supervisor
Quinn	Kersey	Teacher, Rogersville Middle School & HCEA Representative
Josh	Kilborne	Parent
Jeff	Millard	Teacher, Volunteer High School
Erica	Phillips	Coordinated School Health Coordinator
Lora Lee	Price	Teacher, Cherokee High School
Sherry	Price	Principal, Church Hill Intermediate School
Yania	Reyes	ELL Teacher
Kristy	Riley	Teacher, Bulls Gap School
Debbie	Shedden	Hawkins County School Board Vice-Chairman President-Elect TSBA
Marla	Short	Parent
Adrian	Smith	Technology Director
Wes	Smith	Middle/High School Supervisor
Mike	Solomon	Mayor, Bulls Gap
Sharon	Southern	Principal, Bulls Gap School
Laura	Tipton	Teacher, Mt. Carmel Elementary School
Bobby	Wines	Principal, Volunteer High School
Lana	Young	Parent

Mission

Hawkins County Schools' mission is to educate and graduate each student.

Vision

Hawkins County Schools' graduates are prepared for college and career to enable them to become productive citizens and successful members of the workforce.

Key Values

We believe in:

- Encouraging our students by providing a caring, supportive, and safe environment.
- High and rigorous expectations for all students, staff, and stakeholders.
- A collaborative culture of shared leadership, responsibility, integrity, and respect resulting in positive relationships connecting all stakeholders.
- Visionary leadership that supports a guaranteed and relevant curriculum, student academic growth and achievement.
- Open communication, transparency, and accountability with all stakeholders.

Key Stakeholders and Key Stakeholder Requirements

Students:

1. Know and understand academic, cultural, and life skills necessary for success.
2. Think critically and problem solve.
3. Provide a safe, encouraging, pleasant, and nurturing environment in which we take pride.
4. Be able to effectively communicate, both verbally and written.
5. Graduate prepared for college and career with the soft skills (attendance, punctuality, teamwork, work ethic, communication, etc.) needed to be successful.
6. Be engaged and tolerant members of society through participation in extra-curricular, athletic, community service, and other opportunities.

Parents:

1. Be an active participant and partner in our children's education.
2. Communicate and inform on student progress.
3. Know and understand the expectations, educational requirements, and need for rigorous standards for my child.
4. Have trust between stakeholders.
5. Provide support in the educational process to better assist our children.

Staff:

1. Expect competitive salaries and benefits.
2. Clearly state and communicate expectations in a timely manner.
3. Provide relevant professional development.
4. Provide necessary resources, time and support to perform job expectations.
5. Prioritize requirements and eliminate non-essential/redundant tasks to the extent possible.
6. Provide a safe, supportive and respectful environment.
7. Provide a collaborative environment where two-way communication is valued.

Post-Secondary & Employers

1. Engage and communicate with stakeholders to develop strong relationships.
2. Expect students to be prepared and to meet the requirements for employment and post-secondary opportunities.
3. Expect students to have the necessary soft skills (Punctuality, attendance, teamwork, work ethic, and drug free, etc.).
4. Expect students to have the grit and determination to succeed.
5. Expect students to be innovative and creative.

Taxpayers and Commissioners

1. Prudently use and responsibly spend available tax dollars.

2. Transparency
3. Mutually respectful two-way communication.
4. Maintenance, upkeep, and maximizing the useful lifespan of facilities and materials.
5. Long range plan of capital needs.
6. Effectively manage the debt to asset ratio.
7. Educate a highly skilled workforce to aid in economic development.
8. Measurable results.

Hawkins County, TN, USA (society in general)

1. Productive and engaged citizens who contribute to the community.
2. Understanding and appreciation of the cultural diversity within our community.
3. Pride in our community.
4. Skills necessary to adapt to the ever-changing demands of the workforce, the economy, and the community.

Key Measures for the School System (want to have goals for next 5 years for these measures)

1.	3 rd Grade ELA; % Proficient 2017 HCS - On-track/Mastered = 34.6% 2017 State On-track/Mastered = 34.7%	Goal:	Meet State Average by year 3 and Exceed State Average by year 5. 2017 HCS Below 18.7% Approaching 46.7% On track 29.9% Mastered 4.7% 2017 State Below 26.5% Approaching 38.8% On track 27.4% Mastered 7.3%
2.	3-5 Grade ELA; % Proficient 2017 HCS - On-track/Mastered = 34% 2017 State On-track/Mastered = 34%	Goal:	Meet State Average by year 3 and Exceed State Average by year 5. 2017 HCS Below 19% Approaching 47% On track 29% Mastered 5% 2017 State Below 24% Approaching 42% On track 28% Mastered 6%
3.	6-8 Grade ELA; % Proficient 2017 HCS - On-track/Mastered = 27% 2017 State On-track/Mastered = 34%	Goal:	Meet State Average by year 3 and Exceed State Average by year 5. 2017 HCS Below 19% Approaching 54% On track 23% Mastered 4% 2017 State Below 19% Approaching 47% On track 28% Mastered 6%
4..	5 th Grade Math; % Proficient 2017 HCS - On-track/Mastered = 32.5% 2017 State On-track/Mastered = 38.2%	Goal:	Meet State Average by year 3 and Exceed State Average by year 5. 2017 HCS Below 25.5% Approaching 42% On track 23.9% Mastered 8.6% 2017 State Below 26.9% Approaching 34.9% On track 27.6% Mastered 10.6%
5.	3-5 Grade Math; % Proficient 2017 HCS - On-track/Mastered = 37% 2017 State On-track/Mastered = 40%	Goal:	Meet State Average by year 3 and Exceed State Average by year 5. 2017 HCS Below 21% Approaching 42% On track 28% Mastered 9% 2017 State Below 25% Approaching 35% On track 29% Mastered 11%
6.	6-8 Grade Math; % Proficient 2017 HCS - On-track/Mastered = 29% 2017 State On-track/Mastered = 35%	Goal:	Meet State Average by year 3 and Exceed State Average by year 5. 2017 HCS Below 28% Approaching 43% On track 26% Mastered 3% 2017 State Below 27% Approaching 38% On track 29% Mastered 6%
7.	ACT	Goal:	21 Composite in 5 Years Hawkins County Schools obtained a 19.0 ACT Composite, falling short of the goal of 20.

8.	% Meeting all 4 ACT benchmarks	Goal:	25% in 5 Years 17% met all 4 ACT Benchmarks for graduating class of 2016 13% met all 4 ACT Benchmarks for graduating class of 2017
9.	% Eligible for the Hope Scholarship	Goal:	45% in 5 Years Class of 2017: 44.5%
10.	Graduation rate	Goal:	93% or higher Hawkins County Schools obtained a 97.05% Graduation Rate
11.	Value added performance	Goal:	Level 3 as a system Composite The System TVAAS Composite level for 2016-17 was a Level 1
12.	Attendance	Goal:	K-8 = 96% and 9-12 = 95% K-8 Attendance 2015-2016 = 95.11% K-8 Attendance 2016-2017 = 95.20% 9-12 Attendance for 2015-2016 = 93.39 9-12 Attendance 2016-2017 = 93.78% System Attendance 2015-2016 = 94.49% System Attendance 2016-2017 = 94.66%
13.	Retention rate	Goal:	3% or less Retention rate for 2015-2016 = 1.8% Retention rate for 2016-2017 = 1.13%
14.	TN Promise	Goal:	64% 2014 = 51.2% and 2015 = 56.3% (increase of 5.1%) Class of 2017: 51.1%
15.	% that enroll in college	Goal:	66% 60.9% HCS students enrolled in college
16.	Productive Citizen (survey 6 months after graduation)	Goal:	67% 2016: 59.2% of respondents indicated "yes" HCS did prepare them for post-graduation success. 2017: 60.2% of respondents indicated "yes" that they were offered a quality education in Hawkins County.

Operational Objectives for Strategic Plan

1. Personnel Objectives – how we do business
 - a. Establish a new teacher cohort
 - b. Develop procedures for exit surveys
 - c. Review job descriptions annually
 - d. Host job fairs annually in late spring

2. Fiscal Objectives – Budget, allocate, and expend funds
 - a. No audit findings
 - b. Evaluate salary rankings compared to other regions and to the state
 - c. Obtain three quotes on all purchases over \$5,000 if there are no state bids or contracts
 - d. Train employees on Standardized System of Accounting and Reporting

3. Environmental Objectives (includes facilities, capital projects, student discipline, school climate) – Conditions under which instruction takes place
 - a. Work orders – (Tech and Maintenance tracking system, completion rate)
 - b. Capital projects – (Five year list and Phase IV)
 - c. Decrease discipline referrals
 - d. Decrease the number of chronically absent students
 - e. Decrease energy consumption
 - f. Improve the substitute hiring process and fill rate

4. Family and stakeholder involvement
 - a. Minimum of 4 Family and Community Engagement Activities (Back to School Bash, TNReady event, a Literacy event for K-8 or a Post-Secondary success event for 9-12, College and Career Exploration Days and a school choice event)
 - b. One school-wide community service project per semester
 - c. Develop a Parent Survey to gauge satisfaction with the school system
 - d. Goal of Industrial Certification in every CTE Class
 - e. Support Hawkins County's initiative to become an ACT Work Ready Community

Number	Goal # 1: Improve rigor in Tier I instruction Description: For the 2017-18 school year, the district will meet or exceed the state average number of students scoring on-track (proficient) and mastered (advanced) relative to other districts in the state in ELA and Math and Science.	Project Leader: Beth Holt	Project Team: Beth Holt, Reba Bailey, Michelle Harless, Dickie Hutson, Wes Smith, Tammy Gibson, Adrian Smith, Teresa Drinnon, Greg Strugill, Angela Jackson	The measure we will use to determine the project is completed:	Key Measures: *see Key Measures Description Sheet for detailed information - numbers correspond to Key Measures 1) % proficient in 3rd grade Reading - 2) % proficient in 3-5, 6-8, 9-12 RLA 3) % proficient 5th grade Math 4) % proficient in 3-5, 6-8, 9-12 Math 5) % with ACT Composite of 21 6) % meeting all 4 ACT benchmarks 8) Graduation Rate 9) Growth in Value Added performance 11) Retention Rate 12) AIMSWeb 13) IEP
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2017-2018 Project Plan

	What	Who	When	Resources Required	Comments
Strategy 1.1	All Level 1 and 2 teachers will be identified with current growth scores (TVAAS) and other teacher identified by school administration will be supported by Central Office in collaboration with school administration.	Focus Groups	August - May	TVAAS scores Principal input on potential resources needed to address areas of refinement	
Action Step 1.1.1	Identified teachers will submit lesson plans (either paper or electronic) with administrator feedback.	Focus Groups and Steve Starnes	On-going -- Focus Group meetings, mid-year and summative evaluations	TVAAS report and lesson plan files	
Action Step 1.1.2	Central Office staff will collaborate with school administration to support identified needs of level 1 and level 2 teachers as identified by TVAAS or Team Evaluations.	Focus Groups and Steve Starnes	On-going Focus groups meetings, mid-year and summative evaluations	TVAAS Data TEAM Observation data (if available), Instructional Coaches, Special Ed Consulting Teachers, Teacher Leaders, Technology Specialist, CORE office	
Strategy 1.2	All ELA and Math teachers will be provided with training on new ELA and Math Standards.	Focus Groups	On-going	Teacher Leaders Principals Instructional Coaches CORE Office	

Action Step 1.2.1	Central Office will schedule time professional development (re-delivery of standards)	Beth Holt, Dickie Hutson, Wes Smith	On-going	Substitute teachers, materials	
Strategy 1.3	Disaggregate data to identify sub-groups to determine if historically underserved populations are maintaining and/or progressing toward academic success	Dickie Hutson	August, January, May	AIMS Web Plus data and EOC data Instructional Coaches, Special Ed Consulting Teachers, IEPs, Report Cards	
Action Step 1.3.1	Central Office staff will meet to analyze sub-group data and collaborate with school administration concerning specific sub-group needs.	Focus Group	August, January, May	AIMS Web Plus data and EOC data Instructional Coaches, Special Ed Consulting Teachers, IEPs, Report Cards	
Action Step 1.3.2	The progress of Identified at-risk sub-group students will be monitored and supported by Central Office staff.	Dickie Hutson, Angela Jackson, Tammy Gibson, Wes Smith, Beth Holt, and Michelle	August - May	Instructional Coaches, ESL Specialists, Sped Consulting Teachers	
Strategy 1.4	All schools will submit revised writing plans to Central Office for review and feedback.	Beth Holt	August - October 6, 2017	School-level writing teams	
Action Step 1.4.1	Central Office will provide professional development in the SRSD model	Beth Holt	July - October 6, 2017	Instructional coaches, technology specialists	

Strategy 1.5	Hawkins County teachers will be prepared to fully implement new science standards in 2018-2019.	Beth Holt, Wes Smith, Richard Hutson	2017-2018	Title 2A funding, Staff Development Funding, Instructional Coaches, MSP Grants, Science Elites	
Action Step 1.5.1	Hawkins County teachers will participate in the MSP Grant with ETSU during the summer of 2018	MSP District Committee, School Administrators	Summer 2018	none	
Action Step 1.5.2	Hawkins County teachers will participate in Eastman's Science Elites Program during the summer of 2018	Eastman, School Administrators	Summer of 2018	Title 1 and Title 2A funding	
Action Step 1.5.3	A District Wide Science committee will be formed to choose new Science Textbooks	Michelle Harless, Beth Holt, Wes Smith, Richard	2017-2018 School Year		
Action Step 1.5.4	Teachers will be offered professional development on the new Science Standards	Beth Holt	Summer of 2018	Core Office, TDOE	

Number	Goal # 2: By 2025, 75% of third grade students will be proficient on the 3rd grade TNReady ELA assessment.	Project Leader: Dickie Hutson	Project Team: Beth Holt, Reba Bailey, Michelle Harless, Dickie Hutson, Wes Smith, Tammy Gibson, Adrian Smith, Teresa Drinnon, Greg Strugill, Angela Jackson	The measure we will use to determine the project is completed:	Key Measures: *see Key Measures Description Sheet for detailed information - numbers correspond to Key Measures 1) % proficient in 3rd grade Reading - 2) % proficient in 3-5, 6-8, 9-12 RLA 3) % proficient 5th grade Math 4) % proficient in 3-5, 6-8, 9-12 Math 5) % with ACT Composite of 21 6) % meeting all 4 ACT benchmarks 8) Graduation Rate 9) Growth in Value Added performance 11) Retention Rate AIMSWeb 13) IEP
2016-2017 Project Plan					
	What	Who	When	Resources Required	Comments
Strategy 2.1	Central Office staff will ensure all Pre-K through 3rd grade teachers receive professional development on Early Foundations and Literacy.	Focus Groups	August - May	CORE Office and materials provided by TDOE.	
Action Step 2.1.1	Require (K-2) teachers to view early literacy webinars offered by the TDOE.	Beth Holt	August - May	Materials provided by TDOE.	
Action Step 2.1.2	Focus summer PD on early literacy and the use of complex text and higher order thinking.	Beth Holt	Summer 2018	Core Office, instructional coaches	
Strategy 2.2	Require administrators to monitor chronically absent students (K-3) to ensure instructional availability for early literacy instruction.	Greg Sturgill	August - May	Skyward, data clerks, school counselors	
Action Step 2.2.1	Central Office staff will review and analyze attendance data with school administration.	Focus Groups	August - May	Skyward, data clerks	Ask for absence occurrence report before Focus Group meetings.

Number	Goal #3 By the end of 2017-18 80% of students will only require Tier I instruction as measured by AimsWeb.	Project Leader: Angela Jackson and Dickie Hutson	Project Team: Beth Holt, Reba Bailey, Michelle Harless, Dickie Hutson, Wes Smith, Tammy Gibson, Adrian Smith, Teresa Drinnon, Greg Strugill, Angela Jackson	The measure we will use to determine the project is completed	Key Measures: *see Key Measures Description Sheet for detailed information - numbers correspond to Key Measures 1) % proficient in 3rd grade Reading - 2) % proficient in 3-5, 6-8, 9-12 RLA 3) % proficient 5th grade Math 4) % proficient in 3-5, 6-8, 9-12 Math 9) Growth in Value Added performance 11) Retention Rate 12) AIMSWeb 13) IEP
2016-2017 Action Plan					
	What	Who	When	Resources Required	Comments
Strategy 3.1	Central Office staff will develop a plan to ensure that key stakeholders develop an understanding of the characteristics of dyslexia	Angela Jackson	August - January	School Psychologists, Special Ed Consulting Teachers	
Action Step 3.1.1	Central Office staff will develop procedures for the identification and characteristics of Dyslexia.	Angela Jackson	8/21/2017	Dr. Melissa Reed, Carole Fuller, & Angela Jackson	
Action Step 3.1.2	Central Office staff will train school level interventionists on the implementation procedures for identification and reporting of Dyslexia.	Angela Jackson	8/25/2017	State Department- Special Populations' Resource Materials, Dyslexia Resource Guide, Dr. Melissa Reed	
Strategy 3.2	Central Office staff will support schools in fully implementing RTI2 in K-12.	Leadership Team	On-going	Instructional Coaches, Special Ed Consulting Teachers, SPDIG grant	

Action Step 3.2.1	Offer professional development trainings for new interventionists on providing quality intervention for all students with identified deficits.	Angela Jackson	Ongoing	Reading, Math Materials	
Action Step 3.2.2	Offer professional development trainings for employees on providing quality intervention for all students with identified deficits.	Angela Jackson	Summer 2018/Dr. Melinda Herisham	Interventionists, Instructional Coaches, Special Ed Consulting Teachers	
Action Step 3.2.3	Central Office and Support Staff will participate in 4.5 meetings in schools with first year interventionists.	Leadership Team	On-going at 4.5 week intervals	Instructional Coaches, Special Ed Consulting Teachers, School Psychologist, Central Office staff	New interventionists@ Clinch, Hawkins Elem. & Church Hill Intermediate
Step 3.2.4	Principals, Supervisors, Instructional	Leadership	On-going	Fidelity Check Forms	

Number	Goal # 4 Hawkins County Schools will receive an overall composite score of 21 on the ACT by 2020.	Project Leader: Wes Smith	Project Team: Beth Holt, Reba Bailey, Michelle Harless, Dickie Hutson, Wes Smith, Tammy Gibson, Adrian Smith, Teresa Drinnon, Greg Strugill, Angela Jackson	The measure we will use to determine the project is completed	Key Measures: *see Key Measures Description Sheet for detailed information - numbers correspond to Key Measures 5) % with ACT Composite of 21 6) % meeting all 4 ACT benchmarks 7) %Eligible for the Hope Scholarship
2015-16 Project Plan					
	What	Who	When	Resources Required	Comments
Strategy 4.1	Central Office Staff will identify baseline data and establish a trajectory toward achieving the goal of 21 composite on the ACT and track the progress annually	Wes Smith	October	ACT data	
Action Step 4.1.1	Central Office staff will meet with school leadership teams to facilitate the development of school level strategies for achieving the goal of a 21 composite on the ACT	District-level ACT Team	On-going -- discussion during principal evaluations	TVAAS report and ACT report	
Action Step 4.1.2	Develop a culture of high expectations for all students on the ACT utilizing retired practice tests in 9th and 10th grades	District-level ACT Team	Ongoing - Bi-monthly focus	Retired ACT tests and mechanisms to score and analyze	Analyzed for 10th grade, retired tests and internal scoring for 9th grade.
Action Step 4.1.3	Retrain middle and high school teachers on ACT and state standards connections	District-level ACT Team	Stockpile days and summer PD	CORE Office, materials, Donna Mason (ACT)	

Action Step 4.1.4	Create vertically aligned pathways from Kindergarten through graduation (K-12) and on to postsecondary.	Instructional Supervisors	8/1/2017	K-12 standards, curriculum	
Action Step 4.1.5	Develop a diverse and high-quality portfolio of EPSOs.	Wes Smith	2017-18	Promoted IC list, SDC, CLEP, AP, DE, DC	
Strategy 4.2	District and school level ACT team will participate in the regional ACT collaborative	District level ACT team School level	TBD according to CORE Office schedule	none	
Action Step 4.2.1	Develop ACT collaborative school level teams	School level ACT Team	2017-18	none	ACT improvement teams at each HS.
Action Step 4.2.2	District level ACT Team will meet collaboratively with school level ACT Teams	District Level ACT Team	2017-18	none	
Strategy 4.3	Implement ACT prep classes during singleton period at the high schools	Wes Smith and High School principals	March-June (annually)	Skyward Management System	
Action Step 4.2.2	Maintain and monitor current schedule to allow for singleton classes at the high schools	Wes Smith and High School principals	July, annually	Master Schedules	