

ROANE COUNTY SCHOOLS



FIVE — YEAR STRATEGIC PLAN

PREPARING STUDENTS TO MEET THE
CHALLENGES
OF THE 21ST CENTURY

Learning Today, Leading Tomorrow

COMMUNITY COLLABORATION OCTOBER 2012
BOARD APPROVAL NOVEMBER 2012

**ROANE COUNTY SCHOOLS
FIVE-YEAR STRATEGIC PLAN**

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ROANE COUNTY SCHOOLS FIVE-YEAR STRATEGIC PLAN

VISION

THE VISION FOR ROANE COUNTY SCHOOLS IS A SCHOOL SYSTEM THAT PROVIDES A CLEAN, SAFE, AND SECURE ENVIRONMENT WITH HIGHLY-QUALIFIED, ENTHUSIASTIC TEACHERS, ACTIVE PARENT AND COMMUNITY INVOLVEMENT, AND HIGH STANDARDS FOR ALL WHERE STUDENTS ACHIEVE EXCELLENCE IN ACADEMICS, ATHLETICS, AND THE ARTS, AND CARE ABOUT THE WELFARE OF OTHERS. ROANE COUNTY SCHOOLS WILL STRIVE TO HAVE NO STUDENT LEAVE SCHOOL BEFORE SUCCESSFUL COMPLETION OF HIGH SCHOOL.



MISSION

THE MISSION OF ROANE COUNTY SCHOOLS IS TO PROVIDE AN ENVIRONMENT SUPPORTED BY RIGOROUS STANDARDS THAT ENABLE OUR STUDENTS TO HAVE A FIRST-CLASS EDUCATION AND BECOME SUCCESSFUL, THINKING, CARING, AND PRODUCTIVE CITIZENS.

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**ROANE COUNTY SCHOOLS
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**ROANE COUNTY BOARD OF EDUCATION
GOALS**

- I. ROANE COUNTY SCHOOLS WILL PROVIDE A HIGH QUALITY INSTRUCTIONAL PROGRAM FOR ALL STUDENTS.**
- II. ROANE COUNTY SCHOOLS WILL PROVIDE SAFE AND SECURE FACILITIES.**
- III. ROANE COUNTY SCHOOLS WILL SECURE THE HIGHEST QUALITY TEACHERS AND ADMINISTRATORS POSSIBLE.**
- IV. ROANE COUNTY SCHOOLS WILL ACTIVELY ENCOURAGE STRONG PARENT AND COMMUNITY INVOLVEMENT IN ALL SCHOOLS.**

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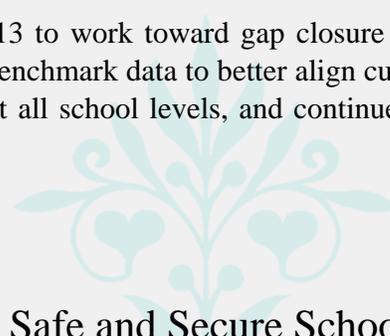
Current Status

Instructional Program

The 2012 TN Report Card showed areas of strength and challenges for future growth in Roane County Schools. High schools exceeded the graduation goal by nearly 10% with 88.83% of eligible high school students graduating. The area of greatest improvement overall was Math. Scores improved at the elementary, middle and high school level, including significant gains in Algebra. The addition of a system Math Specialist in 2008 with math coaches and assistants being added at the school level in 2011 has played a significant role in math achievement. ACT scores are showing gains but were slightly below the state average.

According to the 2012 TN Report Card, Roane County Achievement scores remained the same as the previous year with Social Studies earning an A and Math, Reading, and Science scoring a B. The Value-added scores had two areas of improvement with Math and Social Studies earning an A while Science and Reading remained the same with a score of D. The AMO report from the state revealed that Roane County met all achievement goals but failed to meet the goals for gap closure in two subgroups, students with disabilities and economically disadvantaged.

It is our challenge for 2012-2013 to work toward gap closure in the identified subgroups, show improvement on the ACT, use benchmark data to better align curriculum and teaching strategies to improve achievement in RLA at all school levels, and continue to show growth in Math and the graduation rate.



Safe and Secure Schools

All Roane County Schools have developed and implemented a safety plan, consistent drill practice and procedures, Code of Student Conduct, and a PREPARE team to deal with crisis situations. New camera systems have been installed on buses and are partially in place in the schools. School Resource Officers continue to be a vital part in protecting all of our schools. The addition of secure entrances has eliminated areas of concern in seven schools.

School-wide Positive Behavior Support (SWPBS) is in place in 11 schools and the others have a school level discipline plan. Student Support personnel are assigned as teams of two in each community of schools. They continue to evolve as a support, not only offering assistance for students in need of additional help with personal or family matters, but impacting all students as they coordinate programs and curricula based upon surveys and input at the community level.

The continued good health and healthy choices of students is addressed at each school with fulltime nurses, an active Coordinated School Health team with activities, challenges, and timely information for students, parents, and personnel, and an award-winning Food Services Department that has the vision to teach students while they are young about healthy food portions and choices.

Current Status

High Quality Teachers and Administrators

As a system, Roane County Schools is committed to attracting and retaining the highest quality teachers and administrators possible. The salary and benefits package offered to our employees is among the best in our region. We advertise all job postings on the Roane County Schools web site and hire only highly qualified personnel for all positions. District administrators attend job fairs throughout the state to promote Roane County with prospective teachers. They not only discuss our continual improvement as a school system but our safe schools, clean facilities, updated technology, quality professional development, supports for students and families, and attractive and friendly communities.

We have a high quality new teacher mentoring program in place to give two years of support for beginning teachers. Experienced mentors work with new teachers individually at the school level to assist with curriculum, assessment, and data as well as providing a support for concerns or questions. Monthly meetings build skills and confidence with experienced educators sharing expertise on a variety of topics relevant to the classroom, curriculum, strategies, and student achievement. This year we have added an Administrator Academy to develop and train teachers with the desire to take on the challenge of administration to be leaders in our system.

Parent and Community Involvement

In order to improve community and parent involvement at all levels, Roane County Schools has employed a parent/community coordinator to develop and implement plans for improved and sustained relationships. It is our desire to open the lines of communication about effective and quality education to the business community, higher education, each unique community, parents, and students.

All schools have a student/parent/teacher/administrator compact which outlines the responsibilities that each have for success as a student and citizen. Parent surveys are being used to gather information at each school to better serve the students of Roane County. Stakeholders from all communities are actively involved at the system level as we restructure our goals and plan for the next five years in a changing educational climate.

Partnerships are actively being recruited with institutions of higher learning such as Tennessee Technology Center, Roane State Community College, Tennessee Tech University, Bethel University, and the University of Tennessee. County and city-based agencies such as the Roane Alliance, United Way, and fire and police departments are participating in school activities and programs that support students academically, socially, and physically.

The media and the school system are actively seeking each other out to share the positives as our students continue to improve in academic achievement, serve their communities as volunteers, and participate in many excellent extracurricular and athletic endeavors.

ROANE COUNTY SCHOOLS FIVE-YEAR STRATEGIC PLAN

MESSAGE FROM THE DIRECTOR OF SCHOOLS

Preparing our students for the workforce of tomorrow is a challenging endeavor. The Roane County Board of Education and the employees of the Roane County Schools are committed to meet those challenges. The Board has set forth the task of developing a five year plan to address the goals and strategies to fulfill this commitment.

The first step was to involve stakeholders in the process. These stakeholders included administrators, teachers, parents, community and business representatives, and other stakeholders. As members of Goal Focus Groups, these individuals looked at the current status and identified strengths and areas for improvement. They contributed time, ideas, suggestions, and support to the development of the objectives and strategies needed to achieve the goals.

In the following pages, you will find the work of many individuals. It is a work of quality and vision. The strategies are aligned with those of the Race To The Top initiative and the Common Core Standards for academic achievement. Estimated costs are assigned to indicate additional funding necessary to implement the strategies.

Some goals will be more challenging than others, but all are achievable and each directs us toward excellence. The children of Roane County deserve only the best, for they are our hopes for the future. This plan will guide the Roane County Schools as we prepare students for the challenges of the 21st century.

Gary D. Aytes
Director of Schools

November 2012

Roane County Schools does not discriminate on the basis of sex, race, national origin, creed, age, marital status, or disability in its educational programs, activities or employment practices as required by Title VI and VII of the 1964 Civil Rights Act, Title XI of the 1972 Educational Amendments, and section 504 of the Federal Rehabilitation Act of 1973.

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**ROANE COUNTY SCHOOLS
FIVE-YEAR STRATEGIC PLAN
FOCUS GROUP MEMBERS**

**GOAL 1: TO PROVIDE A HIGH QUALITY INSTRUCTIONAL PROGRAM
FOR ALL STUDENTS**

Keevin Woody, Chair—Elementary Supervisor
Sheila Sitzlar, Co-Chair—Elementary Principal
Dr. Silvia Mende Caulfield, Parent/Community Leader
Cindy Whaley, Parent/Teacher/Community
Scott Mason, High School Principal/Parent
Sharon Parks, Teacher
Dr. Steve Smith, Parent/Community Leader
Amy McCoig, Teacher
Richelle Barding, Teacher
Leslie Smith, Assistant Principal/Parent
Paula Langley, Teacher
Andra Barnett, Teacher
Betsy Schwepfinger, Teacher
Chris Ayers, Higher Education-TN Technology Center

GOAL 2: TO PROVIDE SAFE AND SECURE FACILITIES

Russell Jenkins, Chair—Secondary Supervisor
Scott Calahan, Co-Chair –High School Principal
Robert Jones, Supervisor of Facilities and Maintenance
Jerry Yarborough, Supervisor of Technology
Hollie Hurley, Parent
Craig Hurley, Parent
Susan Michaud, Parent
Jack Frazier, Parent
Allen Hickman, Parent
Shannon Collins, Teacher/Parent
Peter Keko, Teacher
Mandy Scandlyn, Teacher
Zoe' Neerman, Teacher
Mary Galloway, Teacher
Dr. Renea Emory, Teacher
Travis Langley, Teacher
Gene Laloggia, Teacher
Allen Lutz, Business/Community Leader
Keel McDonald, Teacher

**ROANE COUNTY SCHOOLS
FIVE-YEAR STRATEGIC PLAN
FOCUS GROUP MEMBERS**

GOAL 3: TO PROVIDE THE HIGHEST QUALITY TEACHERS AND ADMINISTRATORS POSSIBLE

Jody McLoud, Chair—Coordinator of Human Resources and Student Attendance
Tony Clower, Co-Chair—Middle School Supervisor
Margaret Johnson, Teacher
Leigh Sweeney, Parent
Ernie Ford, Parent
Andrea Nuchols, Teacher
Brenda Spellman, Parent
Kathy Banker, Teacher
Virginia Schubert, Librarian
Melissa Witter, Teacher
Barry Stephenson, Business
Saundra Stiles, Higher Education-Roane State Community College
Lisa Baggett, Parent
Jennifer Spakes, parent
Kendra Inman, Elementary Principal
Tim Thompson, Elementary Principal
Dr. Michael Vanlandingham, Teacher
Suzanne Miller, Teacher
Deborah Rice, Teacher

GOAL 4: TO ACTIVELY ENCOURAGE STRONG PARENT INVOLVEMENT IN ALL SCHOOLS

Dr. Stephanie Walker, Chair—Supervisor of Special Education
Glenna Treece, Co-Chair –Parent/Community Involvement Coordinator
Jennifer King, Parent
Penelope Uselton, Business
Vickie Stephens, Teacher
Diane Ward, Community/Higher Education-Roane State Community College
Dr. Holly Tucker, Business/Community
Teresa Woods, Teacher
David Stevens, Middle School Principal
Tamara Anderson, Parent
Brenda Arwood, Teacher
Stacie Bradshaw, Higher Education-Roane State Community College
Misty Wright, Business/Parent
Mike Beard, Parent Liaison
Carolyn Murray, Parent
Melissa Grubb, Parent/Community
Cody Villarreal, Higher Education-Roane State Community College

GOAL 1: TO PROVIDE A HIGH QUALITY INSTRUCTIONAL PROGRAM FOR ALL STUDENTS

OBJECTIVES and STRATEGIES

1. To meet all gap closure goals set by the state

STRATEGIES:

- Establish a CAG (Closing Achievement Gap) Team to work with students with disabilities to raise achievement levels
- Provide before/after school opportunities for students identified as economically disadvantaged and at risk of not being proficient
- Establish and train data teams to analyze assessment data
- Use benchmark assessments and utilize data three times each year to determine gaps in instruction and/or curriculum

MEASURES

- * State Report Card
- * TVAAS Results
- * AMO Report for all grades and subjects including subgroups
- * Formative assessments

Total Projected Cost: \$70,000

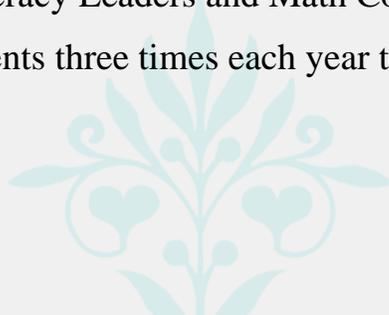
GOAL 1: To provide a high quality instructional program for all students.

OBJECTIVES and STRATEGIES

2. To meet all achievement goals set by the state.

STRATEGIES:

- Provide staff development resources for all core teachers to be trained in the Common Core Standards
- Provide before/after school opportunities for students identified as at risk
- Provide adequate “hands on” science materials and labs for teachers
- Establish and train data teams to analyze assessment data
- Maintain funding for Literacy Leaders and Math Coaches
- Use benchmark assessments three times each year to determine gaps in instruction and/or curriculum



MEASURES

- * State Report Card
- * TVAAS Results
- * AMO Report for all grades and subjects
- * Formative assessments

Total Projected Cost: \$600,000

GOAL 1: TO PROVIDE A HIGH QUALITY INSTRUCTIONAL PROGRAM FOR ALL STUDENTS

OBJECTIVES and STRATEGIES

3. To increase the number of dual enrollment classes for college bound and CTE students.

STRATEGIES:

- Survey teachers for endorsement in dual credit and supply funding for those wishing to obtain endorsement
- Collaborate with Roane State and Tennessee Technology Center to bring teachers into the schools for dual enrollment
- Identify students that would benefit from dual enrollment
- Partnership with community resources for workforce availability



MEASURES

- * Increase in students gaining credit from dual enrollment
- * Increase in courses available to students

Total Projected Cost: \$10,000

GOAL 2: TO PROVIDE SAFE AND SECURE FACILITIES

OBJECTIVES and STRATEGIES

1. To provide for a safe arrival and dismissal of students

STRATEGIES:

- Enforce bus rules for all students
- Provide updated camera systems for all buses
- Require identification for all persons in the building
- Work with city and state officials for traffic control and safe entrances to all schools
- Effective protocol for early dismissal of students due to inclement weather and other factors beyond our control

MEASURES

- * Number of bus referrals
- * Report from Transportation Supervisor
- * Inspection of school entrances

Total Projected Cost: \$100,000

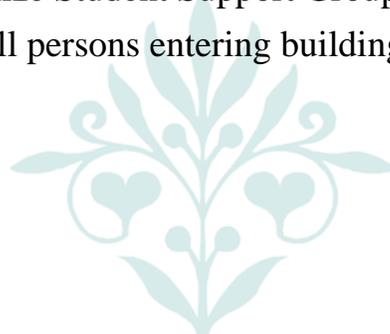
GOAL 2: To provide safe and secure facilities.

OBJECTIVES and STRATEGIES

2. To ensure a safe environment and promote positive behavior

STRATEGIES:

- Uniform enforcement of the Code of Student Conduct
- Provide updated camera systems for all schools
- Continue training, promoting, and implementing SWPBS
- Involve students in problem solving activities
- Retain School Resource Officers
- Retain, promote, and utilize Student Support Group
- Develop ID system for all persons entering building



MEASURES

- * Monitor number of ODR's, suspensions, and expulsions
- * School Safety Surveys
- * Parent/Community Surveys

Total Projected Cost: \$1,500,000

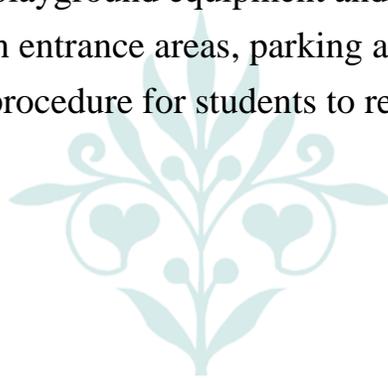
GOAL 2: To provide safe and secure facilities

OBJECTIVES and STRATEGIES

3. To provide safe facilities

STRATEGIES:

- All staff members and substitutes trained in emergency procedures
- Annual review and updates for PREPARE plan by each school
- Maintain/repair walkways and driveways
- Seek funding to make all facilities ADA accessible and correct all Fire Marshall findings
- Monitor buildings for appropriate indoor air quality
- Inspect and maintain all playground equipment and surfaces
- Provide proper lighting in entrance areas, parking and walkways
- Develop an anonymous procedure for students to relay info to administrators



MEASURES

- * Number of accident reports and Workman's Comp claims
- * School Safety Surveys
- * Documented safety plans, facilities checklists, and safety reports

Total Projected Cost: \$200,000

GOAL 3: To SECURE THE HIGHEST QUALITY TEACHERS AND ADMINISTRATORS POSSIBLE

OBJECTIVES and STRATEGIES

1. To attract and retain the highest quality teachers and administrators

STRATEGIES:

- Develop and maintain a two year teacher mentoring program for all new hires
- Develop a Leadership Academy to train new and aspiring administrators
- Maintain a compensation and benefits package competitive with the best school systems in the state
- Advertise to fill openings as soon as possible in the process
- Actively solicit input from teachers
- Implement TEAM educator evaluation system with fidelity
- Provide opportunities for collaboration with higher education faculties and with colleagues by grade and subject area

MEASURES

- * Returning teachers to exceed 90% each year
- * Survey of those attending mentoring and leadership programs
- * Comparison of salary and benefits with other systems
- * Comparison of TEAM evaluation scores with student achievement data
- * Teacher surveys of professional development activities

Total Projected Cost: \$200,000

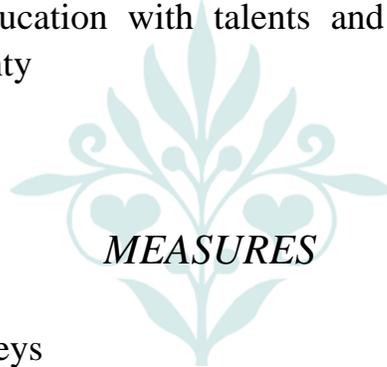
GOAL 4: To ACTIVELY ENCOURAGE STRONG PARENT AND COMMUNITY INVOLVEMENT IN ALL SCHOOLS

OBJECTIVES and STRATEGIES

1. To identify and integrate community resources to strengthen school programs

STRATEGIES:

- Increase business partnerships within Roane County
- Include business leaders and higher education in development of strategic plan
- Improve relationships with county officials and commission
- Increase opportunities for work-based learning
- Include parent trainings in after school programs
- Involve local businesses in Career Day activities
- Improve partnerships with higher education
- Design a data base of volunteers to include student, parent, community, business and higher education with talents and interests to better use the resources of Roane County



MEASURES

- * Parent/community surveys
- * Career Day participants
- * Increased number of business partnerships
- * Increased collaboration with higher education
- * Increased participation of volunteers

Total Projected Cost: Minimal

GOAL 4: To ACTIVELY ENCOURAGE STRONG PARENT AND COMMUNITY INVOLVEMENT IN ALL SCHOOLS

OBJECTIVES and STRATEGIES

2. To design and use more effective forms of school/family/community communications

STRATEGIES:

- Involve community in development of five year strategic plan
- Parent Advisory Committees will be formed and used in all schools
- System website to be redesigned to include parent and community links
- Use the county, schools, and teacher websites as a resource for communication that provides updates and information in a friendly format and timely manner
- Local news will be used to keep parents informed on events in the schools
- Use parent surveys to gauge strengths and challenges in the schools
- Provide access to student grades through technology for parent monitoring
- Employ part time parent involvement coordinator

MEASURES

- * Parent/community surveys
- * Website improvements
- * Use of websites through counting measures
- * Regular positive articles in local news

Total Projected Cost: \$35,000

ROANE COUNTY SCHOOLS FIVE-YEAR STRATEGIC PLAN

The Roane County Board of Education and Administration wish to express appreciation to the members of the Focus Groups for their time, commitment, ideas, contributions, and support in developing the Five-Year Strategic Plan for Roane County Schools.

Members are representative of parents, the community, business, K-12 education, and higher education. Many members will be representing more than one stakeholder group. Additionally, technical support was provided by supervisors and administrators of the Roane County Schools.



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