



# Five-Year Strategic Plan 2021-2026

Board Approved 1/21/21

## Mission

*Igniting a lifelong passion for learning*

## Vision

*To positively impact our community by instilling the values of responsibility, integrity and service, ensuring students have the knowledge and skills necessary for meaningful employment, post secondary education, and productive community involvement.*

## Core Values

- We will ensure all students grow and succeed through a caring, supportive, challenging, and safe environment
- We will ensure all students and staff are well supported and held to rigorous expectations
- We will model a collaborative culture of shared leadership, responsibility, integrity, and respect resulting in positive relationships connecting all stakeholders
- We will establish visionary leadership that supports a guaranteed and relevant curriculum, student academic growth, and achievement
- We will ensure graduates of HCS will have the tools necessary for success in college, career, vocational training, or military service
- We will operate with open communication, transparency, and accountability with all stakeholders

## 2021-2025 Strategic Plan Team

|   |  |
|---|--|
| Matt Hixson, Director of Schools  | Shannon Glass, Supervisor, Maintenance                           |
| Reba Bailey, Assistant Director of Schools, Supervisor, Federal Programs                      | Michelle Harless, Assistant Supervisor, Federal Programs         |
| Beth Holt, Assistant Director of Schools, Supervisor, Curriculum and Professional Development | Matthew Hunter, Walters State Community College                  |
| Rebecca Baker, Hawkins County Industrial Board  | Loralee Price, Teacher, Cherokee High School                     |
| Nancy Barker, Director of Rogersville/Hawkins County Chamber of Commerce                      | Lori Allen, Supervisor, Elementary Programs                      |
| Lori Davis, Teacher, Surgoinsville Middle School  | Angela Jackson, Supervisor, Special Education                    |
| Rolando Benevides, Supervisor, transportation   | Sherry Price, Principal, Church Hill Intermediate                |
| Gabrielle Buchanan, Cooper Standard (Industry Representative)                                 | Mandy Kenner, Supervisor, Food Services                          |
| Mary Ann Davis, Principal, St. Clair Elementary   | Quinn Kersey, HCEA President, Teacher, Rogersville Middle School |
| Teresa Drinnon, Supervisor, Personnel   | Sharon Southern, Principal, Bulls Gap                            |
| Melissa Farmer, Director, Finance   | Maria Short, Parent  |
| Ginger Little, Teacher, English Language Learners   | Erika Phillips, Coordinator, Coordinated School Health           |
| Tammy Gibson, Assistant Supervisor, SPED  | Lana Young, Parent   |
| Debbie Shedden, Vice Chairman, Hawkins County Board of Education                              | Mary Beth Oxandine Woodlay, TN Pathways/TBR                      |
| Wayne Absher, Supervisor, Technology  | Kristy Riley, Teacher, Bulls Gap                                 |
| Thomas Floyd, Supervisor, Middle and High School Programs                                     | Aaron Kenner, Coordinator, Attendance                            |
| Laura Tipton, Teacher, Mt. Carmel Elementary  | Debbie Waits, Parent   |
| Keith Osborne, Rural Health Services  | Brian O'Dell, WSCC High School Program                           |

|   |   |
|---|---|
| Barry Reeves, General Manager, Miyaki                           | Erin Thomas, Promises Medical   |
| Hope Malone, Principal, Church Hill Elementary                  | Bobbi Bernard, Instructional Coach, ELA   |
| Jeff Millard, Teacher, Volunteer High                           | Jackie Price, Coordinator, RTI  |
| Brandon Williams, Supervisor, CTE                               | Jennifer Melendrez, Parent  |
| Vanessa Wood, Parent  | D. Elliot, Parent   |
| Christina Seay, Parent  | Bob Larkins, Chairman (through August 2020),<br>Hawkins County Board of Education |
| Jackie Charles, Member, Hawkins County Board<br>of Education    | Judy Trent, Member, Hawkins County Board of<br>Education                          |
| Kathy Cradic, Member, Hawkins County Board of<br>Education      | Tecky Hicks, Member, Hawkins County Board of<br>Education                         |
| Chris Christian, Chairman, Hawkins County Board<br>of Education |   |

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## Strategic Plan Report

Hawkins County Schools has been serving the communities of Hawkins County since 1907. Our objective today is much the same as it has been for over 100 years and that is to prepare students to become leaders and stewards in their community. To do this, we are dedicated to educating and preparing students for the rigors of college and career life.

To ensure our school system's future vitality and strength going forward, our strategic planning team has evaluated our internal and external environment, identified opportunities and challenges, and established our school system's most important priorities.

The planning team, comprised of the director of schools, supervisors, administrators, teachers, board members, and community stakeholders focused on core strategic areas. Together, we established a formal strategic plan that reinforces our mission, vision, and values.

With a long-term strategic focus, we will provide an excellent academic education with solid comprehensive curricula for college and career preparation. Elements of the curriculum will include Career Technical Education, opportunities in AP and Dual Enrollment courses, enrichment in foreign language and fine arts. We will also provide extracurricular programs that promote teamwork, leadership, social development, and physical wellbeing. We will prepare students with the skills necessary to meet the challenges of the 21st Century and for leadership in a global world.

Hawkins County Schools' strategic plan establishes a clear direction for the course of the school system during the next five years. The strategic plan outlines our goals and objectives for the school system's improvement and advancement. We will monitor, measure, and report on the achievement of the action plan yearly beginning in the 2020-2021 school year. The achievement of the goals and objectives of the plan is paramount for our school system's improvement and success over the next five years.

## Key Stakeholders and Expectations

### Students:

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

### Parents:

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

### Staff:

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

### Post-Secondary & Employers:

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

### Taxpayers and Commissioners:

- Prudently use and responsibly spend available tax dollars
- Transparency
- Mutually respectful two-way communication

- Maintenance, upkeep, and maximizing the useful lifespan of facilities and materials
- Long range plan of capital needs
- Effectively manage the debt to asset ratio
- Educate a highly skilled workforce to aid in economic development
- Measurable results

**Hawkins County, TN, USA (society in general):**

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

## **Input Meetings: What we learned is important:**

### **Section 1: ACADEMICS**

#### **Key Measures for the School System**

1. Third Grade Reading: HCS third graders will meet the state average by year three of this plan and exceed this average by the fifth year
2. Fifth Grade Math: HCS fifth grade students will meet the state average by year three of this plan and exceed this average by the fifth year
3. ACT: HCS high school students taking the ACT will score a system wide average of at least a 21 composite score on the ACT by the fifth year of this plan
4. Graduation Rate: HCS graduation rate will exceed 93% each year of this plan
5. Value Added Performance: HCS will reach and maintain a composite score of at least Level 3 by the fifth year of this plan

### **Section 2: OPERATIONAL**

#### **Personnel Objectives** – Recruitment, training, and retention of our best employees

1. Reduce employee turnover
2. Move current HR and Benefits to digital platform
3. Provide teachers who score significantly below expectations on individual growth scores with targeted assistance
4. Cross training employees

#### **Fiscal Objectives** – Budget, allocate, and utilize our finances wisely

1. No audit findings
2. Evaluate salary rankings compared to other regions and to the state
3. Obtain three quotes on all purchases over \$5,000 if there are no state bids or contracts
4. Train employees on Standardized System of Accounting and Reporting

#### **Environmental Objectives** – Provide for ideal conditions for safe and effective instruction

1. Work orders – (Tech and Maintenance tracking system, completion rate)
2. Capital projects – (Five year list and Phase IV)
3. Decrease discipline referrals
4. Decrease energy consumption
5. Improve the substitute hiring process and fill rate

#### **Family and Stakeholder Involvement** - Collaborative success

1. One school-wide community service project per semester
2. Continued input into long term planning

## Goals

| <b>Academic - Elementary</b>   |   |  |
|--|---|--|
| <p><b>Goal 1:</b><br/>HCS will increase the percentage of students scoring on track or mastered for ELA in grades 3-5. Specific percentages are updated in HCS annual eplan.</p> | <p><b>Persons Responsible:</b><br/>Tammy Gibson, Angela Jackson, Lori Allen, Reba Bailey, Beth Holt</p> | <p><b>Dates for Review:</b><br/>following each benchmark assessment and annual state testing</p> |
| <p><b>Goal 2:</b><br/>HCS will increase the percentage of students scoring on track or mastered for ELA in grades 3-5. Specific percentages are updated in HCS annual eplan.</p> | <p><b>Persons Responsible:</b><br/>Tammy Gibson, Angela Jackson, Lori Allen, Reba Bailey, Beth Holt</p> | <p><b>Dates for Review:</b><br/>following each benchmark assessment and annual state testing</p> |
| <p><b>Goal 3:</b><br/>HCS will have consistent grade bands across the school district.</p>   | <p><b>Persons Responsible:</b><br/>Central Office</p>   | <p><b>Dates for Review:</b><br/>annually</p>   |
| <p>Data Used: TN State Testing and CASE benchmark, school information metrics</p>  |   |  |

| <b>Academic- High School</b>  |  |  |
|---|--|--|
| <p><b>Goal 1:</b><br/>Hawkins County Schools will earn a 21 composite ACT score.</p>        | <p><b>Person Responsible:</b><br/>Thomas Floyd</p> | <p><b>Dates for Review:</b><br/>annually</p> |
| <p><b>Goal 2:</b><br/>Hawkins County Schools will meet or exceed a 93% Graduation rate.</p> | <p><b>Person Responsible:</b><br/>Thomas Floyd</p> | <p><b>Dates for Review:</b><br/>annually</p> |
| <p><b>Goal 3:</b></p>   | <p><b>Person Responsible:</b></p>                  | <p><b>Dates for Review:</b></p>              |

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|--|---|----------|
| HCS Graduates will be prepared to enter the workforce, trade school, military, or college/university   | Thomas Floyd,<br>High School<br>Administrators,<br>Counselors | Annually |
| Data Used: ACT Summary and Individual Test reports / Final TDOE Graduation report, surveys, college and trade school entrance data, trade school/career data, military enlistment data |   |          |

| <b>Academic - CTE</b>   |   |  |
|---|---|--|
| Goal 1:<br>Hawkins County Schools will increase the number of CTE concentrators who participate in any approved work-based learning capstone experience by 10% annually. (From 36 to 40 in SY 20/21, from 40 to 44 SY 21/22). | Person Responsible:<br>Brandon Williams | Dates for Review:<br>Review annually in Spring when updating Carl Perkins Plan |
| Goal 2:<br>Hawkins County Schools will increase the number of industry certification attained by CTE concentrators by 15% annually. (From 76 to 87 in SY 20/21, from 87 to 100 in SY 21/22).                                  | Person Responsible:<br>Brandon Williams | Dates for Review:<br>Reviewed at the end of each semester.                     |
| Data Used: Work-based learning portal totals and industry certifications earned.  |   |  |

| <b>Personnel</b>   |   |  |
|--|---|--|
| Goal 1:<br>Reduce employee turnover and increase retention of our highest performing teachers.                               | Persons Responsible:<br>Teresa Drinnon<br>Beth Holt | Dates for Review:<br>Annually in July.                 |
| Goal 2:<br>Provide teachers who score significantly below expectations on individual growth scores with targeted assistance. | Person Responsible:<br>Teresa Drinnon<br>Beth Holt  | Dates for Review: After receiving TVAAS data annually. |
| Data Used: Human Capital Data, TVAAS Data (Individual Growth Scores)   |   |  |

| <b>School Nutrition</b>   |                                     |                                       |
|---|-------------------------------------|---------------------------------------|
| Goal 1:<br>Increase breakfast participation in grades K-5 by 15%, grades 6-8 by 10%, and grades 9-12 by 5%. | Person Responsible:<br>Mandy Kenner | Dates for Review:<br>Annually in June |
| Goal 2:<br>Increase lunch participation in grades K-8 by 5%, grades 9-12 by 10%.                            | Person Responsible:<br>Mandy Kenner | Dates for Review:<br>Annually in June |
| Data Used: Meal count data from Lunchbox/Mosaic   |                                     |                                       |

| <b>Health &amp; Safety</b>   |  |  |
|--|--|--|
| Goal 1:<br>Hawkins County Schools will continue to provide professional development for staff members on the impact of Adverse Childhood Experiences. The TDOE's Six Pillars of a Trauma Informed School will be used as a framework for developing monthly talking points for faculty and staff.                    | Persons Responsible:<br>Erika Phillips<br>Teacher Leaders<br>School Counselors | Dates for Review:<br>Annually, in June               |
| Goal 2:<br>The SAVE Act Coordinator and School Resource Officer Supervisor will develop an annual school safety training plan. The plan will include a list of monthly tabletop drills designed to familiarize administrators and school level staff on Emergency Operations Plan, Universal Procedures, and drills. | Persons Responsible:<br>Erika Phillips<br>Renee Larkin                         | Dates for Review:<br>Annually, in September and June |
| Data Used: Goals will be measured by agendas for monthly principal and school level staff meetings.  |  |  |

| <b>Technology</b> |        |           |
|-------------------|--------|-----------|
| Goal 1:           | Person | Dates for |

|   |                                     |                               |
|---|-------------------------------------|-------------------------------|
| Implement and maintain equipment inventory software which will include phasing in a new technology help desk.   | Responsible:<br>Wayne Absher        | Review:<br>Annually           |
| Goal 2:<br>Develop a 4 to 5 year device replacement plan for aging computers.   | Person Responsible:<br>Wayne Absher | Dates for Review:<br>Annually |
| Data Used: Goals will be measured by completed installation and reports from the databases in improvements in work order times and tracking of devices. |                                     |                               |

| <b>Finance</b>  |   |   |
|---|---|---|
| Goal 1:<br>To have no audit findings.                     | Person Responsible:<br>Melissa Farmer                                     | Dates for Review:<br>annually when audit is completed |
| Goal 2:<br>To pay all invoices within 30 days of receipt. | Persons Responsible:<br>Sherry Crawford<br>Misty Elkins<br>Melissa Farmer | Dates for Review:<br>monthly                          |
| Data Used: Annual audit reports and paid invoice report.  |   |   |

| <b>Transportation</b>   |   |                               |
|---|---|-------------------------------|
| Goal 1:<br>Maintain and improve operating conditions by fostering workforce relationships to minimize issues due to route schedule changes. | Person Responsible:<br>R. Benavides               | Dates for Review:<br>Annually |
| Goal 2:<br>Implement and maintain routing software to have more accurate information with students using the Transportation Department.     | Person Responsible:<br>R. Benavides<br>A. Gladson | Dates for Review:<br>Annually |

|   |            |  |
|---|------------|--|
|   | R. Quarles |  |
| Data Used: Formal and informal data from community and drivers to better understand the support needed to acquire and maintain qualified drivers and have consistent routes. Routing software data. |            |  |

| <b>Maintenance</b>  |                                      |                               |
|---|--------------------------------------|-------------------------------|
| Goal 1: Implement a new work order system to help facilitate completion of daily facility needs. Decrease work order completion times by utilizing a direct assignment protocol supported by new work order system. | Person Responsible:<br>Shannon Glass | Dates for Review:<br>Annually |
| Goal 2: Increase utility savings by increasing BAS controls installed on HVAC systems.  | Person Responsible:<br>Seth Rhoton   | Dates for Review:<br>Annually |
| Goal 3: Develop a viable maintenance and replacement schedule for HVAC units at all campuses.   | Person Responsible:<br>Seth Rhoton   | Dates for Review:<br>Annually |
| Data Used: Reports generated by Dude Solutions work order and asset tracking software   |                                      |                               |

| <b>Community Stakeholders &amp; Elected Officials</b>  |  |   |
|--|--|---|
| Goal 1:<br>K-8 schools will provide a minimum of four family engagement events per year with a focus on Chronic Absenteeism, Literacy, Math, and Transitioning Grades. High Schools will provide an event for Post-secondary/Career Opportunities. | Person Responsible:<br>Michelle Harless<br>Thomas Floyd                | Dates for Review:<br>Reviewed each semester |
| Goal 2:<br>The district will provide stakeholder communication in a variety of formats. These will include an up-to-date website, social media, press releases, and community presentations (Chamber Breakfast, Ruritan, etc.)                     | Person Responsible:<br>Matt Hixson<br>Michelle Harless<br>Wayne Absher | Dates for Review:                           |
| Data Used: School will provide Family Engagement reports each semester. These reports describe events held and provides number in attendance along with feedback from parent surveys specific to each event.                                       |  |   |

| <b>Attendance</b>   |                                       |  |
|---|---------------------------------------|--|
| Goal 1:<br>Overall district chronic absenteeism will be reduced by 1.2% per year. | Person Responsible:<br>Patrick Fraley | Dates for Review:<br>August                    |
| Goal 2:<br>Overall district Average Daily Attendance will improve by .2% annually | Person Responsible:<br>Patrick Fraley | Dates for Review:<br>Monthly and July annually |
| Data Used: TNDOE Report Card Data and EIS ADA numbers                             |                                       |  |

### **Summary and Next Steps**

Hawkins County Schools is required to develop annual plans for the school system as a whole and each school site. These annual site and system plans are referred to as ePlans and are locally-developed and submitted to the TN Department of Education. These plans detail the school system’s strengths and challenges and will identify goals for each of these challenge areas. The HCS Strategic Plan will be updated annually as well, to reflect the changes detailed in these annual plans. The HCS Strategic Plan will provide long term guidance for the direction of the district as determined through input and steering by the Board of Education, staff, student, and community member collaboration. These input meetings will take place through regularly scheduled meetings and forums, such as the Hawkins Chamber of Commerce Breakfasts, Board of Education meetings, site and district parent meetings, Parent/Teacher Association meetings, Hawkins County Teachers Association Collaborative Conferencing, and other venues. Additionally, any community member can email or schedule a meeting with any staff member, whether at one of HCS’ 18 school sites or at our central office location. This plan will be posted on our website ([hcs.k12.net](http://hcs.k12.net)) and updated annually based on the input meetings listed above as well as annual data.