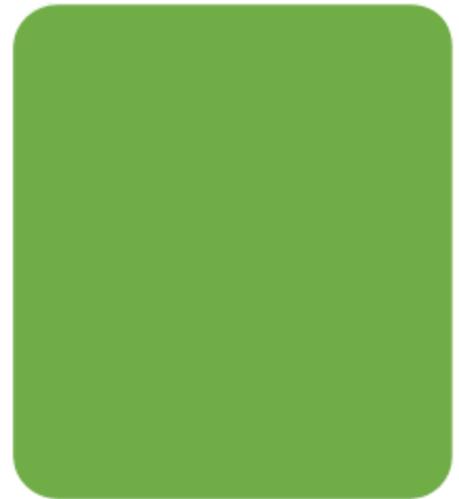


Deepening Our Work: Opportunities for Every Child

Five-Year Strategic Plan
2017-2021

Smith County
Schools



Steering Committee

Brian Smith
Chair, Board of Education

Barry Smith
Director of Schools

Smith County Schools
Board Members

Michael Nesbit
County Mayor

Milton Gibbs
Mayor Gordonsville

Donny Dennis
Mayor Carthage

Jimmy Wheeler
Mayor South Carthage

Michael Collins
County Judge

Bill Woodard
Chamber of Commerce

Working Group

Barry Smith
Director of Schools

Melinda Spivey
Supervisor of Instruction

Angel Williams
Federal Programs Supervisor

Gina Morris
Early Childhood Supervisor

Norma Mitchell
Chief Financial Officer

Emerson Stockton
Special Education Supervisor

As we look ahead to the next five years, we will continue to work with all of our stakeholders – students, families, staff, community members and our School Board - to deepen and accelerate our important educational work. This five year strategic plan outlines the commitments, investments, strategies and initiatives that we will pursue in order to prepare each of our students for a bright and successful future. In short, this is our community's blueprint to achieve our ambitious educational goals to provide *Opportunities for Every Child*.



Vision Statement:

To provide opportunities for all students to develop intellectually, socially, physically, and morally.

In Smith County Schools, we always

Do what is **best for students**; Provide opportunities for every child;
Ensure that our **high expectations for student learning drive all of our work** and decisions;
Build **trusting relationships with all of our stakeholders** by speaking honestly and respectfully
because collectively, we achieve more for students.

Goal 1: Focus on Every Student

Goal 2: Provide State-of-the-Art Learning Facilities

Goal 3: Invest In Our People



Goal 1: Focus on Every Student

Why is this important?

Our passion for high-level student learning drives all of our work. We will focus on the specific learning and support needs of every one of our 3,000 plus individual students to ensure that they have opportunities to develop intellectually, socially, physically, and morally.

How will we do this?

We promise to personalize learning, guarantee excellence in the classroom, and facilitate high quality student supports so that every student can come to school ready and excited to learn.

Objective 1: Guarantee Excellence in the Classroom

- Maintain high standards for every student
- Strengthen students' academic foundations
- Cultivate the "whole child" by providing diverse learning opportunities
- Improve district-wide systems to monitor student learning
- Demand operational and administrative excellence to enable effective education

Objective 2: Personalize Learning

- Differentiate instruction to meet student learning needs
- Structure our schools to best meet the learning needs of students
- Continue to provide multiple pathways to success

Objective 3: Facilitate High Quality Student Supports

- Strengthen community schools
- Identify barriers to learning and provide academic interventions in all schools
- Expand high quality early-learning opportunities
- Ensure that all students have a safe, healthy, and inviting learning environment
- Provide intensive support for schools with significant need

Performance Targets:

1. At least 90% of our 3rd graders will be proficient or advanced in reading.
2. For 2017-2018, students entering kindergarten will have the cognitive, language and literacy, social and emotional and physical skills necessary to effectively transition to kindergarten and meet early literacy milestones.
3. For 2017-2018, the district will achieve a level 3 TVAAS score or higher in literacy. (2) For 2017-2018, the district will maintain or improve the percentile rank in terms of the number of students scoring on-track (proficient) and mastered (advanced) relative to other districts in the state in ELA. (3) For 2017-2018, the district will maintain or improve the percentile rank in terms of the number of students scoring on-track (proficient) and mastered (advanced) in the four gap subgroups.
4. For 2017-2018, the district will maintain the graduation rate 93%. (2) For 2017-2018, the district will increase the percentage of students scoring at or above 21 on the ACT by 5% . (3) For 2017-2018, the district will increase the average composite ACT score to 20.

Ambitious Goals:

- Career Academy (SCMS)
- Additional guidance counselors, nurses, psychologists
- EA in every K-3 classroom
- Digital Learning (no textbooks)
- Develop an IEP for every child
- Excellence in the classroom
- Differentiate Instruction to meet student learning needs
- Safe & Healthy Environments

Goal 2: Provide State-of-the-Art Learning Facilities

Why is this important?

We are proud of the progress our students have made, but recognize that if we are to achieve our ambitious goals, we must collectively provide state-of-the-art learning facilities and create a pervasive Culture of Excellence. Only then will every child have the opportunity to successfully reach their highest potential, regardless of whatever challenging circumstances they may face.

How will we do this?

We will strive to provide state-of-the-art learning facilities for better student performance, higher average daily attendance, increased teacher satisfaction and retention, reduce operating costs, and use the facilities as a teaching tool.

Objective 1: Facilities

- To improve our older school building into modern teaching facilities
- Secure the necessary votes to support the acquisition of land
- Secure the necessary votes to support the renovation, expansion and/or construction of school facilities
- Continue to avail ourselves of alternative funding sources for maintenance and upgrades to school facilities

Objective 2: Technology

- To maximize opportunities provided by technology to transform teaching and learning
- Provide all staff and students access to current hardware and software, achieving a One-to-one computing ratio
- Continue to provide professional development in instructional technology
- Provide appropriate technology support
- Commit to regularly plan to evaluate, consider, and acquire emerging technology

Objective 2: Community Support

- To generate strong community support for the school district
- Increase family and community participation in the educational process
- Broaden our students' awareness of their responsibility to participate in the community

Performance Targets:

1. For 2017-2018, students will have equal access to a safe learning environment that promotes academic achievement, limits the amount of lost instructional time and ensures that all students have the opportunity to learn.

Ambitious Goals:

- Better Facilities
- Proactive for Growth
- Funding/County Commission
- Explore facility options for CTE classes
- Lack of Strategic Plan
- Buy Class D school buses only
- Multiple Gyms at each High School
- Bigger Gyms at the Middle Schools
- Improve Internet Connectivity in all Schools

Goal 3: Invest In Our People

Why is this important?

Our students can only achieve at their highest levels when our teachers, leaders, and staff also excel in their work. We will consistently build the capacity of our people by encouraging them to serve as a community of learners and leaders, so that together we can all strengthen our skills and learn new ones.

How will we do this?

We commit to supporting our staff every step of the way, treating them as the respected professionals they are, and celebrating their remarkable accomplishments in educating our students.

Objective 1: Value Our Hard Working People

- Respect our educators as professionals
- Secure competitive wages for all staff
- Redesign our strategic compensation program
- Create a staff appreciation initiative
- Transform Human Resources into a talent management partner for schools

Objective 2: Build and Support Our Community of Learners

- Support and build the instructional capacity of our educators
- Improve teaching quality through collaboration
- Provide adequate individual planning time for all teachers
- Ensure all staff members receive calibrated, timely, and meaningful performance feedback
- Build capacity of our staff through high quality, tailored, and relevant professional development
- Create a regional school support structure

Objective 3: Build and Support Our Community of Leaders

- Encourage staff to be educational leaders and creative problem-solvers
- Develop and articulate robust career pathways
- Develop mid-career leadership academies
- Articulate clear expectations for school principals
- Clarify flexibility and autonomy for teachers and principals
- Give more autonomy to effective teachers and principals

Performance Targets:

1. For 2018-2019, all teaching positions will be filled by highly effective certified personnel.

Ambitious Goals:

- Growth
- Finding Qualified/Certified Employees
- Insurance for Non-Certified Staff
- Better Communication Between School District/Community/Local Government
- Need SRO in every School
- Salary Increase for All Employees Pay Plan
- Provide Assistant Principal in Every School

- Better Educate All Stakeholders of School District Needs
- Support our educators

Stakeholder Engagement Overview

We are pleased with the hearty stakeholder engagement that characterized the development of the five-year strategic plan, Deepening Our Work: Excellence for Every Child.

From September – December 2017

Board of Education:

- 9/19 Regular meeting
- 10/10 Regular meeting
- 11/14: Board retreat
- 11/14: Regular meeting
- 12/12: Special Called meeting
- 12/18: Work Session
- 12/19: Regular meeting

Other Constituencies:

- 10/11: CPAC Meeting
- 12/11: Education Committee Meeting

Title I Annual Meetings:

- Carthage Elementary- August 3, 2017
- Defeated Elementary - August 3, 2017
- Forks River Elementary - August 4, 2017
- Gordonsville Elementary - September 12, 2017
- New Middleton Elementary - August 23, 2017
- Smith County Middle School - July 25 - 2017
- Union Heights Elementary - August 4, 2017

UC CORE Meetings:

- 9/7, 10/5, 11/2, 12/7

Literacy Leader Meetings:

August 25, 2017

September 8, 2017

October 27, 2017

From January 2018 – July 2018

Board of Education:

- 1/16: Regular meeting
- 2/20: Regular meeting
- 3/20: Regular meeting
- 4/17: Regular meeting
- 5/15: Regular meeting
- 6/19: Regular meeting
- 7/17: Regular meeting

UC CORE Meetings:

- 1/4,