

**Tennessee School Improvement Planning Process  
2011-2012  
206 East Davidson Drive  
Fayetteville, TN 37334  
931-433-3565  
System Number 0520**

**Lincoln County Board of Education**

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**Lincoln County Schools Mission Statement**

**The mission of the Lincoln County School System, in partnership with parents, teachers, and the community, is to provide a safe, secure and positive learning environment for all students.**

**Lincoln County Schools Beliefs Statement**

**All students in Lincoln County can achieve at high levels given appropriate time, instruction, and resources.**

**Lincoln County Schools Vision Statement**

**All graduates will value education, hold high expectations for themselves, and strive to be successful, responsible, and productive adults.**

## **Objectives, Strategies, Goals:**

### **Area #1. Early Childhood Education**

**Goal:** All children will begin school ready to learn.

**Current Status:** The schools in Lincoln County represent a wide variety of cultural, socio-economic, and environmental variations. It is important for our school system to provide all children with an even playing field as they begin their educational experience. All six of our elementary schools currently provide early childhood educational services. We have a total of ten pre-school classrooms in operation for 2011-2012. The school board voted December 7, 2009 to repurpose Stone Bridge Academy. A county wide pre-K program was established at Stone Bridge Academic Learning Center (SBALC) in August 2010. Currently there are five regular education pre-K classrooms and one special education pre-school classroom located at Stone Bridge Academic Learning Center. Students may also elect to attend a productive Head Start Program that is available locally to help prepare four-year-olds for school.

### **Strategies:**

1. We are currently considering expanding our pre-K program. We have a waiting list at three of our pre-K sites and will evaluate enrollment numbers after early enrollment. We can offer many more children pre-K services with the county wide program at SBALC. There is counseling provided once a month or as needed for pre-k, a secretary, and a principal. This will give us six pre-k classrooms at SBALC which is centrally located for parents and adequately staffed. They have a cafeteria for lunch and snacks, access to the gym, and a part-time nurse on site. Four pre-k teachers and educational assistants are paid from the pre-k grant and these funds can not be used for any other regular programming. A pre-K coordinator was added in August 2010 for all pre-K programming. This coordinator is located at SBALC.
2. The local system will evaluate the early childhood programs at the four current sites and consider additional classrooms as funds become available.
3. The Pre-K advisory council will meet bi-annually to evaluate the county's pre-school population needs..
4. The system will collaborate with Head Start to help all families be better prepared to help the students of Lincoln County become successful.

5. The system will maintain communications with all agencies to foster a strong pre-school education program for the county.

**Measures:**

- \* Improved “Brigance” or DIBELS” scores in kindergarten screening at all schools with pre-kindergarten programs
- \* Decreased retention rate in kindergarten and first grade
- \* Pre-test/Post-test data on Pre-K students will show a measurable gain

## Area # 2

### Primary and Middle Grades Education

**Goal:** All primary and middle grade students will achieve world-class Standards and will enter high school ready for rigorous study.

**Current Status:** The system currently analyzes three areas of reported test data to determine student success. The first area reviewed is the TCAP CRT-NCE scores. On the 2010 report card, Lincoln County students' TCAP Achievement CRT-NCE scores were above state average in all subjects in grades 3-8. Students receive a grade of "B" or "above average" in Mathematics, Reading/Language, Science and a grade of "A" or "above average" in Social Studies. In order to meet NCLB guidelines, the Board also studies AYP data. Lincoln County's K-8 schools all met their AYP goals in all sub-groups. Lincoln County student's reported gains by the TVAAS data, was a 'B' rating in Social Studies, a 'C' rating in Reading/Language Arts and Mathematics, and a 'D' rating in Science.

Attendance rate had a slight gain in 2011 to 95.5 from 95.1 in 2010. This is above the state goal. The graduation rate continues to increase from 88.9 in 2010 to 92.3 in 2011 which is above the state goal of 90%. The FttT graduation rate goal is 93.6%. Complete analysis of our current report card data finds that all of our schools in Good Standing Status, with good K-8 Attendance and Promotion rates and a good 9-12 Attendance/Graduation rate. We have 100% of our teachers currently Highly Qualified. We are below the state per pupil expenditure of \$9,084 with a local per pupil expenditure of \$7,627.

Due to growth in the southern part of Lincoln County and the redistribution of K-8 students from Stone Bridge Academy to existing county schools, the Board has started a long range needs assessment for a new school in the county. The study will include assessment of projected student enrollment, building location sites, and cost estimates. We have also conducted a student- by- student zone analysis to help determine growth needs.

#### **Strategies:**

1. Use the K-8 curriculum standards provided online by the state department to help teachers see the linkage between the state framework and the TCAP test objectives.
2. Implement the Middle Grades Policy and the Lincoln County Middle Grades Curriculum to better to meet the individual needs of all middle grade students. Conduct staff development to

strengthen the current 6-8 grade program. Incorporate new communication opportunities for all subject and grade level teachers to interact and plan together.

3. Provide materials, support, and staff development to enable teachers to meet the needs of middle school students and to improve these students' achievements as measured by the TCAP scores and by AYP reports.
4. Continue to fully utilize the county-wide literacy committee to improve reading instruction and to incorporate research-based reading strategies at all grade levels.
5. Continue preparation for End-of Course exams (8-12 grades) and ACT assessments. All students will be ready for Algebra I by the time they enter ninth grade.
6. Provide counseling for at-risk students and continue programs to improve attendance and decrease the drop-out rate. Our system will continue to fully utilize our Family Resource Center (FRC) to provide intervention for our at-risk students. We will consider the continuation of our "special need" behavioral classroom.
7. Continue to fully utilize the Reading First Grant at Flintville Elementary School. Incorporate Reading First strategies county-wide in all Pre-K through 4<sup>th</sup> grade classrooms
8. Continue joint planning (Curriculum, Special Education, Federal projects) to ensure that all special needs are receiving the most challenging, standards driven curriculum appropriate for their performance level.
9. The local board is committed to having art education with arts specialist teachers.
10. Create a "Public Relations" plan to help involve the community more fully in the goals for student outcome in Lincoln County.

**Measures:**

- \* Improved TCAP-CRT-NCE, TVAAS, and AYP scores
- \* Decreased drop-out rates, increased attendance and graduation rates

- \* Improved performance for all students at all achievement levels as evidenced by Star math scores, Star reading scores, DIBELS, ThinkLink, scale score gains, etc.
- \* Increased number of Highly Qualified Teachers
- \* Improved Average Daily Attendance and Average Daily Membership
- \* Improved parental and community involvement in all schools and at the district level

**Area # 3**

**High School Education**

**Goal:** All high school students will achieve world-class standards and leave school prepared for post secondary education, work, and citizenship.

**Current Status:** Lincoln County operates a unique high school program housed in two schools, a transitional 9<sup>th</sup> grade facility (Lincoln County Ninth Grade Academy) and a 10-12 grade facility (Lincoln County High School). The 9<sup>th</sup> grade facility was created to help bridge the gap between our six K-8 elementary schools and the senior high school. Programs at NGA include counseling and advisory programs to help students better adjust to developmental changes, and to make choices that are necessary to complete high school. The ninth graders work toward proficiencies in all academic and social areas so that they are ready to successfully complete the high school years at LCHS.

LCHS is a comprehensive high school that offers a wide variety of both academic and vocational classes. Students are taught using a block schedule model and students may pursue a vocational, honors, or regular diploma. Lincoln County's 10-12 grade students three-year-average TCAP reports show our students to be performing slightly below state average on the ACT and Writing Assessment, and at state average on the EOC Exams and above state average on the AYP report. High school attendance and the graduation rate met or exceed state goals, and the system's drop out rate is only slightly below the state goal. Grades 9-12 TVAAS scores are either at or below expected gains in many areas. Full implementation of the new high school policy will see all Gateway tests replaced by end-of-course test for our current 9<sup>th</sup> – 11<sup>th</sup> grade. TVAAS scores need to be improved in several areas, including ACT and 11<sup>th</sup> grade writing. ACT scores will need to improve as the new High School Diploma Project is fully implemented.

- Strategies:**
1. Goals will be set by the system and each school to ensure that all students have the opportunity to complete a rigorous core curriculum as provided in the High School policy.
  2. Students at all performance levels must be challenged academically. Uniform standards will be developed to ensure quality instruction at all levels (K-12). Special attention will be given to student placement, scheduling, and to vocational offerings.

3. P-16 Council initiatives, vocational planning, and career counseling programs will be utilized to provide guidance for those students seeking to work directly after completing high school.
4. An organization staff development plan is funded and updated annually to ensure quality instruction in all grades.
5. Programs will be researched and implemented to improve attendance and reduce the drop-out rate. These programs will include, but not limited to, the continued support of the Family Resource Center, Credit Recovery Programs and the Lincoln County Truancy Board.
6. Planning sessions will be conducted to allow teachers at all grade levels to continue to discuss the needs of the student population as they progress to the next level (i.e. 6<sup>th</sup> grade teachers will meet with the 7<sup>th</sup> grade teachers, 9<sup>th</sup> grade teachers will meet with 10<sup>th</sup> grade teachers, etc).
7. Lincoln County High School will begin a study of the process and procedures required to create small learning communities at that location. This research will involve travel to other school systems, analysis of current research, and planning for the program will be completed during the 2010-2011 school year.
8. Increase the teachers' utilization of technology in the classroom. All teachers will also have access to Discovery Education and Cambridge to help improve student's ACT scores.
9. In repurposing Stone Bridge Academy, all alternative school programs have been moved to SBALC and additional intensive intervention programs for 9-12 have been added. This will be a place where our most "at risk" children in grades 6-12 can receive interventions to help them gain academic and social skills necessary to graduate on time and on-task

- Measures:**
- \* Improved ACT scores at all levels "core and less than core"
  - \* Improved percentage of students performing at or above the proficient level on all exams
  - \* Increased percentage of student performing at or above the competent level on the writing assessment



- \* Improved attendance rate (9-12)
- \* Decreased drop-out rate (9-12)
- \* Increase the percentage of students who graduate with a regular diploma
- \* Increased percentage of students completing upper level mathematics courses successfully
- \* Increased number of students completing advanced placement courses and meeting college credit requirements on AP examinations
- \* Improved graduation rate

## **Area # 4**

### **Technology**

**Goal:** **Technology will be used to improve student learning and analyze data.**

**Current Status:** Lincoln County has made a major commitment to increase the availability and training to Lincoln County's teachers and students. All classrooms now have at least one computer with Internet access. All schools have computer labs and all K-8 schools have dual labs, one for the K-5 students and one for the middle grades. Teachers are offered training to help them fully integrate technology into the classroom. Follow-up training is offered during summer in-service and is available on an as needed basis during the school year. Department supervisors, school administrators, faculty and staff work together to align with the goals of the National Education Technology Plan.

### **Strategies:**

#### **Teaching: Prepare and Connect**

1. Develop and implement professional learning opportunities for training that emphasizes integration of technology into the instructional process.
2. Focus on training that will encourage student and teachers to create, manage, and assess using available technology.
3. Implement new technologies including iPods, iPads, laptops, smart boards, video conferencing as funding allows.
4. Structure the Information Systems Department to provide increased support for instructional and technical needs.
5. Provide opportunities for collaboration and learning through online and video services.

#### **Learning: Engage and Empower**

1. Increase student access to technology hardware.
2. Expand access to technology applications including email, file storage, web based applications, and cloud based technologies to engage and empower students and faculty, and community partners.
3. Support expanding STEM experiences into student learning experiences.
4. Strengthen middle grades computer literacy curriculum that aligns with state standards.

5. Develop plans for allowing use of personal devices in the teaching and learning process.

**Assessment: Measure what Matters**

1. Provide opportunities for teachers and students to prepare for technology based assessments.
2. Use technology to provide access to student assessment data.

**Infrastructure: Access and Enable**

1. Maintain a stable and secure wireless network at each school.
2. Continue to update existing infrastructure to support teaching and learning.
3. Provide maintenance for computer equipment.
4. Expand the LCDOE network abilities and features to support increased demands for technology services.

**Measurements:**

- Maintain positive in-service evaluations.
- Increase student use of classroom computers and computer lab facilities measured by increase in sign-up for use of facilities.
- Increase integration of technology into the classroom measured through increased occurrence in teacher lesson plans and witnessed in classroom observations.
- Improve student learning as measured by assessments

**Area # 5**

**Teacher Education and Professional Growth**

**Goal:** **The Lincoln County School System will provide quality staff-development programs for all teachers and administrators and will strive to recruit quality professionals to become a part of the staff of this school system. This recruitment must include continued improvement in the teacher salary scale to allow both recruitment and retention of quality employees.**

**Current Status:** In 2010-2011, our teacher in-service program was re-vamped to connect all activities to the TSIPP/TSCPP/Board 5 Year planning process. A two day county wide mini conference connected to the Board 5 Year plan and the TCSPP was conduct during the summer of 2010 and 2011. Additionally three days of in-service and two days staff development was connected to each schools TSIP. The programs approved at each school relate directly to the goals found in each school’s TSIPP plan. County- wide new teacher in-service is still conducted at the central office level. All programs are research based and data driven. Programs are available throughout the school year as needed for both teachers and administrators. As needs assessment are conducted each year as part of the TSIPP process, programs are planned to ensure that teacher needs are being met. Mentoring programs for new teachers are in place to help our most recently hired professionals adjust to and grow in experience in their classrooms.

- Strategies:**
1. Improve first year teaching experience by:
    - A. A structured new teacher induction program. The induction program will include three days of new teacher in-service, monthly school year workshops, and mentoring programs. All new teachers will be required to participate in the induction program and document completion for the board.
    - B. Utilizing all administrators to do drop-in visits and evaluations of new teachers to ensure a good beginning experience.
    - C. Providing opportunities for new teachers to be trained in all local programs.
    - D. Promoting Mentoring in each building.
    - E. Hiring Highly Qualified, Certified Employees.

- F. All new 10-12 teachers complete “Block Schedule” training immediately following their hire date.
2. Promote professional development as an on-going process at the school and system level by:
- A. Funding and conducting summer workshops linked to the school improvement plan.
  - B. Linking all professional development to student learning.
  - C. Conducting system-wide staff development to improve student performance.
  - D. Fully utilizing all 5 days of in-service to improve student learning by preparing staff development programs that seek to increase student performance.
  - E. Utilizing the “staff development” stockpiled days to create individual learning plans to aid all students in performance standards.
  - F. Creating a “marginal teacher” intervention program to work with teachers in the areas of increased performance, implementation of a positive discipline plan, classroom management, etc.
  - G. Utilizing grade level or departmental meeting for staff development.
  - H. Continue to maintain 100% Highly Qualified Status.
  - I. Train all 10-12 teachers annually in appropriate Block Schedule techniques.
  - J. Principals will chart and report their classroom visits to the central office.
  - K. An “Administrator’s Preparation Class” for Lincoln County School Employees who may have an interest in becoming an administrator in the future has been added to our staff development program.
  - L. Recruit and develop highly qualified school leadership

M. Conduct mandatory principal's in-service to be planned and implemented annually.

N. Teacher Time and 3-D Academy will be additional optional evening professional development opportunities.

**Measures:**

\* Improved student learning as measured by assessments.

\* Fewer first year teachers will leave the system and/or profession.

\* Positive teacher evaluations of the local in-service program.

**Area # 6**

**Accountability and assessment**

**Goal:** **Assessment will be used to improve student learning and demonstrate accountability.**

**Current Status:** The Tennessee State Department of Education has an accountability plan and goals are in place to monitor performance of all students. Lincoln County uses the State Curriculum Framework and TCAP as a guide in K-8 to help our students reach state and national performance standards. As research shows a need for changes in currently accepted teaching methods and strategies, new programs are introduced. Currently being evaluated as to their effectiveness are the Reading First Program strategies and three tiered intervention techniques, Glencoe McGraw-Hill Math Connects, Character Counts! (K-12), Block Scheduling (10-12), Orchard, Discovery Education Assessment, Cambridge, DIBELS, and DIBELS Math. At the 10-12 level, we are currently a pilot county for early admission and early degree programs in a partnership with Motlow State Community College. Curriculum coordinators are available in all schools to evaluate curriculum programs that are being used in the classroom and “to help teachers teach and students learn.”

- Strategies:**
1. The curriculum for the Pre-K-8 and 9-12 students will be linked, when possible, with the objectives for TCAP Achievement, State and National Standards, end-of-course exams, and ACT.
  2. Staff development is provided for teachers to help them better prepare students for end of course assessments.
  3. All schools will set student, classroom, grade level and school wide goals to improve student performance as measured by state assessment instruments.
  4. The LEA will establish performance goals for principals and schools.
  5. The LEA will provide assistance to each school needing additional help to reach these goals.
  6. The administration will help teachers identify areas of strength and weakness and utilize that knowledge to improve student performance.

7. The administration will encourage student attendance, time-on-task, and commitment to learning for students at all performance levels.
8. The administration will prepare system and school goals, programs, and staff development to enable all students in Lincoln County to meet the state's performance goals for the Tennessee School system.

**Measurements:**

- \* Improved performance in all areas of the State Board's performance goals.



**Area # 7****School Leadership**

**Goal:** **School leaders will be well prepared and will be responsible for improved performance of the schools and students in Lincoln County.**

**Current Status:** Since 2000, all LCDOE principals have had performance contracts. Each school in the Lincoln County System developed a five-year-plan that has been updated annually by a school improvement committee. These school goals reflect the system's desire to reach the performance goals set by the State Department of Education. In 2006, the system completed its first TCSPP planning process and that plan is updated annually. All Lincoln County Schools have also successfully completed the SACS/CASI accreditation process and the LEA has been awarded a district wide certification. Last year, we piloted the state's proposed Principal Evaluation system and this year we are fully implementing that system. We are looking at the commissioner's new strategic plan and working toward those goals as well.

- Strategies:**
1. The local school board's five year plan will address the State Board's policies in early childhood, elementary, middle grades, and high school performance.
  2. Mentoring, evaluation, and in-service programs will be used to help "marginal" teachers reach their full potential.
  3. The school system's strategic and the school improvement plans will all reflect the system's commitment to improve student performance as measured by state assessments.
  4. State, local, and school policies will be clearly communicated to all faculty members to help facilitate our county's compliance in all policy areas.
  5. School improvement committees will be on-going groups that evaluate the student performance yearly and adjust school programs to ensure continued growth.
  6. Administrative staff development programs will be conducted annually and a follow-up program will be developed to create in-service programs that are productive and allow for continuous improvement.

7. The establishment of school level teams to plan, evaluate, and implement programs will be encouraged.
8. The Board will review the principal's performance contract annually. The Director will conduct full evaluations annually and at least 50% of each evaluation will be data driven.
9. The central office will conduct a "Sizing up your School System" survey to determine needs as measured by internal review of curriculum, instruction, safety, etc. every 2 to 3 years as needed to meet the Advanced Education SACS/CASI standards.
10. The "Public Relations" committee will include Board Members, Parents, and Central office staff and will meet annually.
11. Parent, student, and staff climate surveys will be conducted every two years and reported to the Board.

**Measurements:**

- \* Improved performance on all of the state's performance goals including First to the Top, TVAAS, TCAP, EOC, ACT, attendance, and promotion rates.
- \* Improved quality of each school's comprehensive school improvement plan.
- \* District SACS accreditation in Spring 2010.
- \* Growth in principal's performance as measured by the principal's performance contract.
- \* Improved scores on the "Sizing up your school System" evaluations.

**Area # 8**

**School Health and Safety**

**Goal:**

**All students and school personnel will have teaching and learning environments that are safe, disciplined, and healthy.**

**Current Status:**

The local school system strives to provide a safe environment for all Lincoln County students. Safe and well maintained buildings; strong community partnerships; zero tolerance to drugs, alcohol, and weapons; violent behavior prevention whenever possible; and effective response when violence does occur has helped Lincoln County to maintain as safe an environment as is possible in today's world. It is the Board's belief that a strong academic program that actively engages all students and staff in healthy lifestyle knowledge and practice may be the most effective preventative measure for our at-risk youth.

**Strategies:**

1. A crisis management team was established and a crisis management plan that includes a zero tolerance policy to threats was implemented in the fall of 1998, and is updated annually. The central office safety committee meets regularly to evaluate our system's needs and programs. The policy has been fully updated in 2009. The district works closely with the Family Resource Center which provides support and interventions to at-risk students and their families to keep the students in school.
2. Integration of school safety and local school health planning into local and school level planning process is encouraged and is coordinated by our Coordinated School Health Supervisor.
3. Teachers and administrators are being trained in anti-bullying research/programs including a county-wide anti-bullying program.
4. Continued support for the "Safe Schools" youth worker that has been employed and trained in conflict management and in conducting peer mediation programs for 7-12 students.
5. Full utilization of all counselors who are trained and can implement peer mediation programs to all 6-12 students and comprehensive counseling programs for all Pre-K through eighth grade classrooms.

6. Promotion of community dialog and strategic planning regarding the prevention of youth crime.
7. Continued maintenance of a strong alternative school program.
8. Continued support for a school nurse in each of the eight schools.
9. All schools will be encouraged to implement programs that will provide help for the at -risk student population.
10. CPR and AED training is available for faculty and staff during in-service and staff development.
11. Cameras have been placed in all schools. The installation process was completed in 2007. These cameras are repaired and inspected annually. New cameras are installed as needed.
12. Central office staff shall conduct random and periodic checks on building security including locked doors, crisis drill documentation, check in/out procedures.

**Measures:**

- \* Decrease in reports of violence in all schools
- \* Decrease in expulsion and suspension
- \* Decreased reports of student use of alcohol and drugs
- \* Decrease in drop-out rate and improved attendance grades 6-12

## Area # 9

### Funding

**Goal:** The local board is committed to providing a quality educational program for all students, and with the county commission's approval of the budget, will provide adequate and equitable funding for all programs and expenses necessary to successfully operate the system's eight schools.

**Current Status:** The Lincoln County School Board strives to fund academic programs as needed to improve student achievement. Several new programs have been incorporated into the county's curriculum and both Federal and State Grants have provided additional programs in some schools. In addition to these curriculum changes, the board has funded technological advances in the county's schools and several building maintenance projects including a \$3 million roofing project that provided repairs to all schools. The Board has completed a \$16 million building program that created our current grade structure of K-8 buildings, a 9<sup>th</sup> grade building, and a senior (10-12) high school. We added a full pre-kindergarten program at SBALC and we are hoping to expand that program as needed and as space allows.

- Strategies:**
1. Continue to plan for building and maintenance programs in Lincoln County.
  2. Continue to monitor curriculum needs to provide new and expanded programs as needed.
  3. Continue to provide adequate maintenance to buildings, equipment, and materials as needed.
  4. Continue to study ways to find improved salary/benefits packages to enable Lincoln County to recruit and retain the best and brightest teachers and administrators.
  5. Continue to support the "beginning administrators" academy for the system's teachers who want to enter administration.
  6. Investigate and implement a quality "middle grades program" that will improve student's readiness for rigorous high school curriculum. This is an urgent need for 2012-13 as we move to the new Common Core Standards in 2014.

7. Investigate recruitment and retention plans for all K-12 teachers/programs e.g. increased benefits packages, mentoring, staff development, etc.
8. When any school is near capacity, zoning rules will be enforced and the Board policy will be strictly enforced.
9. Continue to investigate land purchases and building options for the system.

**Measurements:**

- \* Completion of Stone Bridge Academy's program implementation.
- \* Continued expansion of the use of technology in the classroom.
- \* Increased performance of all schools measured by performance goals adopted by the State Board of Education.