



Warren County Board of Education

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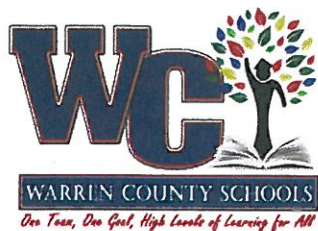
Warren County School District Strategic Plan 2017-2022

“A Superior Education for All!”

April 27, 2017

One Team, One Goal, High Levels of Learning for All





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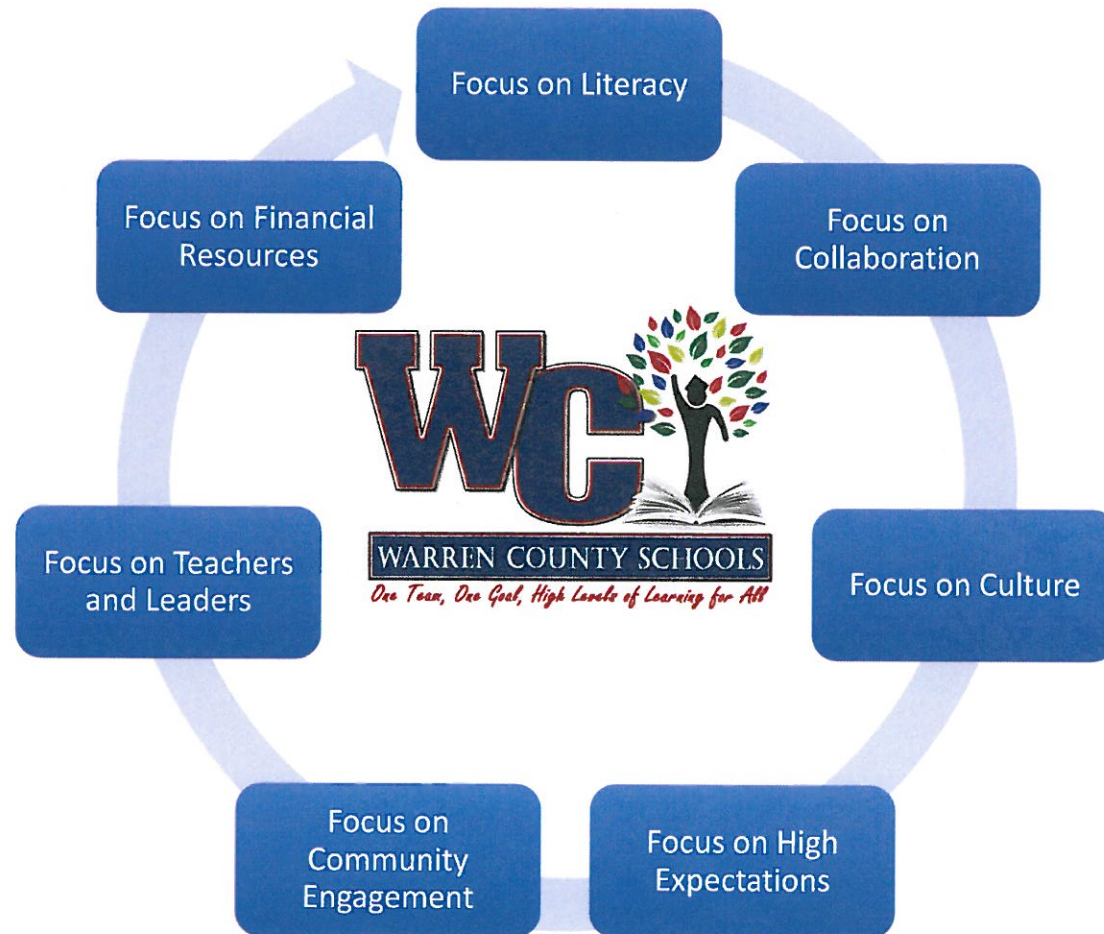
Warren County Schools Strategic Plan Areas of Focus 2017-2022

1. Warren County Schools acknowledges the urgency and importance of literacy and must focus on developing teachers and leaders committed to increasing student literacy at all levels throughout the district.
2. Professional Learning Communities are institutionalized across the district and in all schools that promote continuous progress, professional growth and a belief in the collective efficacy of teachers and leaders.
3. An organizational culture at the district and school levels must be created that believes in and values the potential and ability of every student.
4. High Expectations for all students must drive a rigorous and relevant instructional program utilizing digital age learning that is accessible and attainable for all.
5. Systemic communication, collaboration and community engagement strategies are necessary to create ownership in the Mission, Vision, and Beliefs of the Warren County Schools.
6. Teachers and leaders will collaboratively create and implement theme based academies and small learning communities at Warren County High School that prepare students to achieve their chosen career and educational aspirations.
7. Adequate resources are essential to provide programs and supports so that all students can succeed.

One Team, One Goal, High Levels of Learning for All



“A Superior Education for All!”



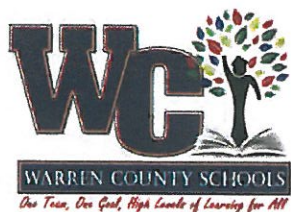


OUR MISSION

The Warren County School District exists to achieve high levels of learning that lead to college or career readiness and social and emotional well-being for all our children

OUR VISION

The Warren County School District is **One Team** that provides a superior education for every student



TO SUCCEED WE MUST...

Operate as a professional learning community

Ensure that school and district leadership have high expectations for all students and provide an excellent teacher in every classroom for every student

Engage all families and student support systems and recognize their power to drive success for their students

Follow the strategic plan developed by the board and district leadership

Ensure reading on grade level by third grade for every child

WE BELIEVE...

Educated citizens are critical to our society

Education is a partnership among students, families, schools and community

All students are of value and all individuals are respected

Cultural diversity is celebrated and is important to success for every student

Children are our first priority. Every decision and action must be based on the needs of our students

Highly qualified, effective instructors and leaders are vital to the success of our students

Every student, teacher and administrator has the right to a safe and secure learning environment

Technology is an integral part of the learning process

GOAL 1 – Action Plan Development

Revised DATE: 1/30/17

Section A

Area of Focus/Smart Goal

By 2021, WCS will increase student literacy at all levels*, targeting on-track for college/career readiness by developing our teachers and leaders, analyzing student data, and responding proactively to advance every student.

Which Areas of Focus does this Goal address?

Area of Focus #1 - Warren County Schools acknowledges the urgency and importance of literacy and must focus on developing teachers and leaders committed to increasing student literacy at all levels throughout the district.

***Annual Goal** for each grade cluster is as follows: K-2 - 2017 target is 64.4% with an annual increase of at least 6.4% as measured by universal screener. 3-5 & 6-8 goal will align to achieving/exceeding the AMO goal every year. 9-12 goal will align to achieving AMO target every year and increasing ACT composite score.

ACTION STEPS

IMPLEMENTATION PLAN

Section B – Descriptively list the action you plan to take to ensure you will be able to progress toward your goal. Action steps are strategies and interventions which should identify specifically the actions that need to be taken to accomplish the above stated goal.

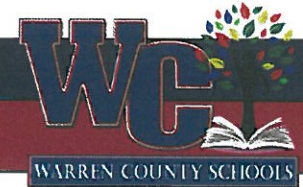
Section C – For each of the Action Steps you list, give timeline, person(s) responsible, projected cost(s)/required resources, funding sources, evaluation strategy and performance results/outcomes. (For Evaluation Strategy, define how you will evaluate the action step on a quarterly basis.)

		Timeline	Person(s) Responsible	Required Resources	Projected Cost(s) & Funding Sources	Evaluation Strategy/Tools	Performance Results/ Benchmarks/ Outcomes
Action Step	Monitor effectiveness of tier I instruction through instructional walk-throughs in all schools and provide feedback to teachers regarding alignment of expectations for high-quality instruction.	on-going	District and school leaders	walk-through forms	0	completion of walk-throughs & analysis of walk-through trends	Increased adherence to ELA instructional shifts and quality of tier I instruction. Outcomes measured by walk-through data, formative and summative assessment results
Action Step	Define the structure and use of time in K-3 Reading Blocks	Required structure finalized by summer '17 with on-going monitoring to adherence	District and School leaders	Master schedules	0	Monitoring of master schedules and walk-through data	Increased adherence to ELA instructional shifts and quality of tier I instruction. Outcomes measured by walk-through data, formative and summative assessment results
Action Step	Develop "best practices resource portal" to provide teachers and leaders with resources, examples, models, etc. to assist in meeting expectations of tier I instruction.	available by fall of 2017 and updated on-going	District leaders, school leaders, and teacher leaders	various best practices resources	0	availability of resources and utilization by teachers and leaders	increase in fidelity of tier I
Action Step	Provide professional development focused on deepening content knowledge in Literacy to all relevant teachers and all school leaders. [K-3	on-going	District and school leaders	PD plans, CORE support, possible	\$8,000	PD surveys, walk-through data	Increased adherence to ELA instructional shifts & quality of tier I

	Reading course, Read to be Ready coaching network, academic coaches/teacher leaders, support offered through CORE ELA consultants, integrating literacy in the content areas, etc.]			additional contract days			instruction. Outcomes measured by walk-through data, formative and summative assessment results
Action Step	Continue and expand community outreach programs that focus on literacy. The target of the community outreach will include: Ready for Kindergarten parent programs, WC Books from Birth, Spring meeting for parents of upcoming kindergarten students, Read 20 campaign, and ACT awareness.	on-going	District and school leaders	Marketing resources, community meetings, possible outside funding (grants)	\$30,000 (pre-k, community grants, district funds)	meeting attendance, survey information, UC Kindergarten Readiness Assessment	increased community awareness, better results on UC K Readiness Assessment
Action Step	Provide all students with more experiences, engagement, and exposure to grade level and above text and related tasks in all content areas.	on-going	District and school leaders and teachers	Availability of various text types and tools for teachers to analyze text levels	\$10,000	Walk-through data, analysis of instructional texts	Higher student literacy rates and better performance on formative and summative assessments

GOAL 2 – Action Plan Development

Revised DATE: March 15, 2017



Section A

Goal

The Warren County School District will operate as One Team that provides a superior education for every student.

Which need(s) does this Goal address?

Professional Learning Communities will be institutionalized across the district and in all schools, that promote continuous progress, professional growth and a belief in the collaborative efficacy of teachers and leaders.

ACTION STEPS

IMPLEMENTATION PLAN

Section B – Descriptively list the action you plan to take to ensure you will be able to progress toward your goal. Action steps are strategies and interventions which should identify specifically the actions that need to be taken to accomplish the above stated goal.

Section C – For each of the Action Steps you list, give timeline, person(s) responsible, projected cost(s)/required resources, funding sources, evaluation strategy and performance results/outcomes. (For Evaluation Strategy, define how you will evaluate the action step on a quarterly basis.)

		Timeline	Person(s) Responsible	Required Resources	Projected Cost(s) & Funding Sources	Evaluation Strategy	Performance Results / Outcomes
Action Step	Add opportunities for coaching at each school that allows teachers to stay in the classroom as a practitioner.	2017-2020	Director of Schools and Instructional supervisors	Job Description for Instructional Coach. Scheduling of coaches at school level K-3 and High School year 1, 3-5 year 2, 6-8 year 3	\$30,000 in stipends	Improvement in TEAM evaluation scores for teachers in grades identified by year. Improvement in TNReady Assessment scores by grade band evaluated annually.	The instructional performance of each teacher in every classroom will improve to provide a high-quality teacher for all students in every classroom daily.
Action Step	Professional Development for all teachers and coaches to improve Professional Practice	2017-2020	Instructional Supervisors	Planning template for PD to include teacher and coach PD by year.	\$7,000 in Professional Development and training	Improvement in TEAM evaluation scores for teachers in grades identified by year. Improvement in TNReady Assessment scores by grade band evaluated annually.	The instructional performance of each teacher in every classroom will improve to provide a high-quality teacher for all students in every classroom daily.
Action Step	Professional Development for all Principals and Instructional Leaders	2017-18	Director of Schools and Instructional Supervisors	In partnership with Belmont Collaborative possible \$10,000 for individual school visits	\$10,000 or less GP and Federal programs budgets	Improvement in school performance via strong instructional leadership at the school level	The instructional performance of each teacher in every classroom will improve to provide a high-quality teacher for all students in every classroom

							daily.
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GOAL 3 – Action Plan Development

Revised DATE: 3/15/17

Section A

Area of Focus/Smart Goal

“An organizational culture at the district and school levels must be created that believes in and values the potential and ability of every student”

Which Areas of Focus does this Goal address?

Behavior and social-emotional needs of students and adults in the district to ensure students' success in school and in life

We will use Social Emotional Learning (SEL) and behavioral supports to create a culture that enables students to manage emotions, set and achieve positive goals, feel and show empathy for others, establish and maintain positive relationships, and make responsible decisions.

ACTION STEPS (3-5)

IMPLEMENTATION PLAN

Section B – Descriptively list the action you plan to take to ensure you will be able to progress toward your goal. Action steps are strategies and interventions which should identify specifically the actions that need to be taken to accomplish the above stated goal.

Section C – For each of the Action Steps you list, give timeline, person(s) responsible, projected cost(s)/required resources, funding sources, evaluation strategy and performance results/outcomes. (For Evaluation Strategy, define how you will evaluate the action step on a quarterly basis.)

		Timeline	Person(s) Responsible	Required Resources	Projected Cost(s) & Funding Sources	Evaluation Strategy/Tools	Performance Results/ Benchmarks/ Outcomes
Action Step	<u>A.Create a needs assessment -completed</u> (A climate assessment created by the Tennessee Department of Education collecting input from students, staff and parents is currently being administered by each school for the 2016-17 school year) This assessment was also administered last year which provided some baseline data to determine needs of each school and the district.	A.Current ongoing each year	A..Robin/Betty in progress	A.survey obtained from state and web access for administration	A.--\$0-	A. Climate survey	A.Robin to check on district level report- Completed
	<u>B.Create teacher self-assessment</u> (A self assessment for teachers to complete regarding SEL competencies of self-awareness, self management skills, responsible decision making, social awareness, relationship skills)	B. Spring 2017	B. Karen Adcock and Stephanie Davis	B.Google Form Survey	B.--\$0-	B.Self assessment survey	B.Quantitative data to evaluate needs and starting points
	<u>C.Create student self-assessment</u> (A self assessment for students to complete regarding SEL competencies of self-awareness, self management skills, responsible decision making, social awareness, relationship skills)	C.Fall 2017	C. Karen Adcock and Stephanie Davis	C.Google Form Survey	C.--\$0-	C.Self assessment survey	C.Quantitative data to evaluate needs and starting points
Action Step	<u>A. Develop a vision for SEL-completed</u>	A. Team completed	A.Team completed	A.completed at meeting	A.--\$0-	A. feedback from committee	A.Team completed

	<p><u>B. Share vision and implementation strategy in order to increase administrator and teacher awareness of social and emotional learning (SEL) and help them integrate it into the daily classroom and school experience of students.</u></p> <p>On-going PD years 1-5</p>	<p>B1. Share at principals' meeting in the spring of 2017</p> <p>B2. Develop ½ day road show for schools</p> <p>B3. General Session in August</p>	<p>B1. Robin and Candice</p> <p>B2. Road show-team of experts</p> <p>B3. General session-Tara Brown</p>	<p>B1. to be delivered at a principals' meeting</p> <p>B2. SEL training</p> <p>B3. Guest speaker</p>	<p>B1. --\$0-</p> <p>B2. --?-</p> <p>B3. \$6500</p>	<p>B1. feedback from principals</p> <p>B2. Feedback from teachers at schools</p> <p>B3. Surveys/feedback from staff</p>	<p>B1. more positive culture/more regulated staff and students</p> <p>B2 and B3. development of SEL throughout the district to help support students and adults</p>
Action Step	<p><u>Implement RTI2B and specific SEL focus for all schools</u></p> <p>--creating positive climate through developing expectations with specific integration of 5 core SEL competencies into the classroom and school experience of students</p> <p>A. Develop a District RTI2B team</p> <p>B. SWPBS schools- HC,BR, West Eastside</p> <p>C. Implement SWPBS Tier 1 support in ALL schools</p> <p><u>SEL focus-</u> self awareness</p> <p>D. <u>Tier 2</u> support in ALL schools</p> <p><u>SEL focus-</u> self-mng and responsible decision making</p> <p>E. <u>Tier 3</u> support in ALL schools</p> <p><u>SEL focus-</u> Social awareness and Relationship skills</p> <p>F. <u>Intro Restorative Practice</u> (training)</p> <p><u>Sustain all 5 SEL focuses</u> thru booster sessions</p> <p>G. <u>Implement Restorative practice</u></p>	<p>A. Spring 2017</p> <p>B. Current</p> <p>C. Fall 2017</p> <p>D. Fall 2018</p> <p>E. Fall 2019</p> <p>F. Fall 2020</p> <p>G. Fall 2021</p>	<p>A. Candice, Robin, Principals</p> <p>B. Principals, SWPBS teams</p> <p>C. Principals, SWPBS teams, RTI2B team</p> <p>D. Principals, SWPBS teams, RTI2B team</p> <p>E. Principals, SWPBS teams, RTI2B team</p> <p>F. Principals and TBA</p> <p>G. Principals and TBA</p>	<p>A. District team</p> <p>B. TBSP training</p> <p>C. TBSP training</p> <p>D. TBSP training</p> <p>E. TBSP training</p> <p>F. State training</p> <p>G. State training</p>	<p>- \$0-</p> <p>E. Cost of training book</p> <p>F-G. Cost of training books</p>	<p>A. Feedback from district team members</p> <p>B-D. TBSP fidelity monitoring and SWIS data</p> <p>E. Feedback from stakeholders, data on exclusionary discipline</p> <p>F-G. Feedback from stakeholders, data on exclusionary discipline</p>	<p>Empowered leadership, more positive learning culture and climate, less discipline infractions and exclusion from school</p> <p>More positive learning culture and climate, less discipline infractions and exclusion from school</p>

	<u>Sustain all 5 SEL focuses</u> thru booster sessions						
Action Step	<p><u>Develop a toolkit to help administrators and teachers integrate SEL into daily classroom and school experience of all students. and also provide additional strategies for teachers to support struggling students (Tier II)</u></p> <p>A. SEL resources</p> <p>B. Behavioral strategies to support</p> <p>C. Support person (teacher) for each school (WCHS, WCMS, HC, West, BRE each with one person, county schools could share one between two schools)</p>	Fall 17	<p>A. RTI2B team</p> <p>B. RTI2B team with support from experts in field</p> <p>C. Central office staff</p>	<p>A. School resource library</p> <p>B. Expert advice/ best practices Google doc</p> <p>C. Personnel</p>	<p>A. \$3500.</p> <p>B. -0-</p> <p>C. ???</p>	<p>A. Fidelity monitoring of tools</p> <p>B. surveys, feedback from leaders and teachers</p> <p>C. School support evaluation</p>	<p>A. Growth in Self-awareness and related skills for students and staff</p> <p>B. behavioral strategies, de-escalation skills learned for leaders, teachers, and students</p> <p>C. Growth in self-awareness and related skills for students, less suspension rates, less discipline referrals</p>
Action Step	<u>Utilize experts to provide support for students (i.e. BCBA, Mental Health Prof) (Tier III)</u>	<p>Fall 17 pilot</p> <p>Fall 18 obtain/ implement</p>	Robin and Candice to explore options with support from district office	Dr. Sneed STARS? St. Thomas/ Riverpark?	ESSA money? Possible grant from STARS? Interns from Dr. Sneed	Evaluation of support systems from input of district level, principals, teachers	Support for students with significant behavioral concerns
Action Step							

GOAL 4 – Action Plan Development

Revised DATE: March 28, 2017 (Part I of II)

Section A

Area of Focus/Smart Goal		Warren County Schools will provide equitable access to a well rounded education that will ensure competitiveness for our students in college and the world of work.					
Which Areas of Focus does this Goal address?		Area of Focus #4: High expectations for all students must drive a rigorous and relevant instructional program utilizing digital age learning and collaboration that is accessible and attainable for all students.					
		Increase advanced curriculum, numbers and kinds of students in the advanced program and increase teacher effectiveness through teacher leaders at the high school and the K-3 schools.					
ACTION STEPS		IMPLEMENTATION PLAN					
ALL mean all... All students, in all schools, will have equal access to certified, highly qualified, and effective teachers focusing on rigorous curriculum that will be challenging and relevant at all levels. Advanced curricular opportunities will be equitable at all schools and available for all students. (TDOE standards) All groups and subgroups will demonstrate sustained gains which will result in higher achievement.		Section C – For each of the Action Steps you list, give timeline, person(s) responsible, projected cost(s)/required resources, funding sources, evaluation strategy and performance results/outcomes. (For Evaluation Strategy, define how you will evaluate the action step on a quarterly basis.)					
		Timeline	Person(s) Responsible	Required Resources	Projected Cost(s) & Funding Sources	Evaluation Strategy/Tools	Performance Results/ Benchmarks/ Outcomes
Action Step	Recruit and hire certified, highly qualified , effective teachers in all content areas for all grade levels.	2016 -2020	Human Resources Director,, Principals, Supervisors	Competitive pay, benefits, support from Teacher Induction program and teacher leaders who will acts as mentors and coaches	Incentive / sign on pay 10,000.00 for hard to fill positions	Teacher effectiveness measures, observation data, human capital report, student growth data in TVAAS	New teacher data will be more positive, student outcomes for new teachers will increase and we will retain teachers due to support
Action Step	Increase the number of accelerated course offerings at all schools while increasing the numbers of students from all groups and subgroups enrolled in the courses. Special focus on super subgroups.	2016-2020	Principals, School Counselors Instructional coordinators Supervisors	Assist 8th Grade Math teachers in getting credentials to teach Core I Offer Spanish to more 8th grade students	Summer training and Praxis 1000.00 per teacher Distance Learning Equipment / Odysseyware 100,000.00	EOC results for 8th graders... More students enrolled in Calculus during Junior Year in High School ACT scores will rise More Math / Science majors at WCHS	2017- Morrison add Core I, Eastside have a certified teacher, more K-8 schools offer Spanish, Growing # of students and courses in next 4 years
	High School will increase the # of students in all groups and subgroups that are enrolled in AP, DE, Honors classes while also broadening the advanced offerings. (9th grade Honors, AP)	2016-2020	Principal WCHS, K-8 Principals and Counselors, Supervisors, Teachers	Counselors will need to recruit and offer accelerated curriculum to more students.	AP Training 7,000.00 Continued investment in ACT, State	Subgroup improvement / narrow the gap between the all and the super subgroups.	

	Devise a plan at High School to place super subgroup students into the classes of effective teachers. (Schedule teachers into heterogeneously mixed classes- not honors, not AP, not DE for all day)	2016-2020	High School Principal, I.C. Counselors	Identify subgroup students and recruit for advanced curriculum Academies at WCHS to increase relevance... (included in another focus area None- just being intentional.	standards training for all content teachers at all grade levels 10,000.00	Increase in course from 2016 baseline/ increase the # of students from all subgroups from 2016 baseline.	Reduced gaps for all subgroups/ (see baseline data on data sheet)
Action Step	Increase the effectiveness of all teachers for all content areas.	2016-2017	Director, Supervisor Principals	Teacher Leaders for K-3 Literacy / High School Math and ELA (13)	100,000.00	Reduce the # of ineffective teachers for crucial grade bands or content areas dramatically. (TVAAS TE Evaluation data Human Capital Report Student work EOC scores / 90 % Reading Goal by 3rd grade (see data attached)	Student growth in TVAAS Student achievement on EOCs for ELA and Math and on ACT Fewer ineffective teacher- reduce by ½ over 4 year period. TE data Reach 3rd grade goal in 4 years
Action Step	Graduate an increasingly higher number of students that are College and Career Ready. <ul style="list-style-type: none"> All student in all groups and subgroups will demonstrate sustained growth leading to increased achievement on the Math and ELA TNReady EOC. Grades 3-5, 6-8, and 9-12. Increase the ACT Composite scores from 18.4 to 21 by 2020. (.65 annually _ Increase the # of student that reach all benchmarks on the ACT from 11% to 15% by 2020 Demonstrate gains for students in significant subgroups (super subgroup) for Math and ELA in grades 3-11. Decrease the # of student not on track or at mastery in the super subgroup while closing the gap between the all and the 	On Going	Director, Principals I.C. Supervisor Teachers	Maintain and improve the graduation rate and reduce the drop out rate Continual training in CCR standards as found in TNReady for all high school teachers Scheduling highly effective teacher with struggling	High School will continue to monitor and log cohort information to maintain graduation rate. 10,000.00 Zero / just be intentional about assignments of kids to teachers	Review TVASS for annual growth for all students including super subgroup ACT composite scores will grow by .6 annually Use formative assessment to gauge gap closure and increase resources where necessary EOC results for Math and ELA at WCHS (aggregate)	Increase the Grad rate from 93.75 to 95 over 4 years . Meet AMOs for Math and ELA (Math = 17.8 % all , 11.8% for SSG, ELA=26.1 for all , for SSG= 18.2) Increased ACT composite scores by .65 annually to reach 21 by 2020

	subgroup for Math I,II, III and ELA I,II, III. <ul style="list-style-type: none"> Demonstrate sustained growth using the WIDA access for EL students in the District. (+.7 annually) 			students or subgroup students. ESSENTIALS are used - Formative Assessments every 4 weeks Teacher Leader for Math and ELA to guide this work Teacher Leader for ELs Tutoring for at risk students through implementation of 21st Century Grant	Interactive Achievement / 60,000.00 30,000.00 absorbed by ESL 20,000.00	Achievement and growth data should be increasing to meet AMOs as set by the state. Look at WIDA results to see annual growth of .7	Increase the % of students reaching all benchmarks for the ACT ... 15% by 2020 Decrease the # (%) of students in SSG not on track or mastery in Math and ELA by targeted number from state.
	(SEE Data sheets included for 2016 baseline and targets.)						

GOAL 4 – Action Plan Development

Revised DATE: March 10, 2016 (Part II)

Section A

Area of Focus/Smart Goal	High expectations for all students must drive a rigorous and relevant instructional program <i>utilizing digital age learning and collaboration that is accessible and attainable for all students.</i>
Which Areas of Focus does this Goal address?	Focus Area 4 (Part II)
	Digital learning curriculum leading to proficiency for keyboarding / exposure to new technologies / addition devices for more students to engage in digital learning and collaboration

ACTION STEPS

IMPLEMENTATION PLAN

Section B – Descriptively list the action you plan to take to ensure you will be able to progress toward your goal. Action steps are strategies and interventions which should identify specifically the actions that need to be taken to accomplish the above stated goal.

Section C – For each of the Action Steps you list, give timeline, person(s) responsible, projected cost(s)/required resources, funding sources, evaluation strategy and performance results/outcomes. (For Evaluation Strategy, define how you will evaluate the action step on a quarterly basis.)

		Timeline	Person(s) Responsible	Required Resources	Projected Cost(s) & Funding Sources	Evaluation Strategy/Tools	Performance Results/ Benchmarks/ Outcomes
Action Step	Meet with principals to focus on scheduling for success for all rotations but mostly for keyboarding.	Spring 2018	Principals	Self-reflection of how they are using current resources and create new scheduling philosophy	None (see resources for step number 4)	Keyboarding benchmarks would be met grade by grade/ student testing will be more fluid / more effective learning for all rotation teachers	By summer of 2020 we should have students proficient in keyboarding and note that this is not an obstacle in testing-surveys / observations
Action Step	Meet with all keyboarding teachers (school level and itinerant) to devise curriculum and work toward incremental benchmarks.	Summer 2018	Academic Supervisors / Technology supervisor / Principals	Keyboarding without tears- 5.80 per student / Roboterra for students in 6-8 1500.00 per school.	12,760.00 (K-3) 9,000.00 (6-8)	Intention curriculum that leads to proficient students by 6 th grade View benchmarks / observe student work	Benchmarks for students will be annual based on curricular expectations / track proficiency as students test out
Step Action	Look at facilities and resources to maximize time on task- keyboarding after re-devising the schedule (principals, technology supervisor and teachers)	Summer 2018	Principals, Director, Technology director	More labs or charts to use in classrooms	200,000.00	Observations/ proficiency of students in keyboarding / music and art more productive	More students engaged in technology and arts for a focused time will result in higher student outcomes.

Action Step	Add more staff (itinerants for keyboarding, Music and Art)	Fall 2018	Director Technology director	New positions for rotations (2)	Positions 60,000.00	Observations / feedback from itinerant teachers / student performance	Better well rounded education with students meeting benchmarks for technology
Action Step	Annually purchase devices for a new cohort of students while updating infrastructure to support 1500 devices being used simultaneously.	Fall 2017 and on-going	Director / Technology Director / principals	500 devices / infrastructure	200,000.00 devices 400,000.00 infrastructure	Observation / increased on-line curriculum for students / classroom utilization /	Digitally prepared students capable of using technology for success in careers.
Action Step							

GOAL 5 – Action Plan Development

Revised DATE: 1/30/17

Section A

Area of Focus/Smart Goal

By May 31, 2021, the Warren County School District will promote systemic communication, collaboration, and community engagement strategies within our community to create ownership and active participation in activities that promote the Mission, Vision, and Beliefs of Warren County Schools.

Which Areas of Focus does this Goal address?

Area of Focus #5 (Systemic communication, collaboration and community engagement strategies are necessary to create ownership in the Mission, Vision, and Beliefs of the Warren County Schools.)

ACTION STEPS (3-5)

IMPLEMENTATION PLAN

Section B – Descriptively list the action you plan to take to ensure you will be able to progress toward your goal. Action steps are strategies and interventions which should identify specifically the actions that need to be taken to accomplish the above stated goal.

Section C – For each of the Action Steps you list, give timeline, person(s) responsible, projected cost(s)/required resources, funding sources, evaluation strategy and performance results/outcomes. (For Evaluation Strategy, define how you will evaluate the action step on a quarterly basis.)

		Timeline	Person(s) Responsible	Required Resources	Projected Cost(s) & Funding Sources	Evaluation Strategy/Tools	Performance Results/ Benchmarks/ Outcomes
Action Step	Employ a system Community / Family Engagement Coordinator	SY 2018-19 on going	Bobby Cox/Warren Co Schools Board of Education	Establish a position within the school system.	\$50,000.00 salary per year	Surveys/Increased Community Involvement	**Coordinator would be responsible for WCS participation in community activities.
Action Step	WCS will maintain accurate communication with the community by enhancing marketing and outreach to raise awareness of school activities.	SY 2018-19 on going	WCS Central Office Admin./ Supervisors	Calendar of monthly events utilized to plan attendance at community activities.	Approx. \$25,000.00 for all activities	Surveys/ Increased Community Involvement/support and Parent Involvement in our schools	<p>**Create ambassador programs in all schools with students, retired teachers, and school alumni groups participating..</p> <p>**Launch “Lunch and Learn” sessions for local businesses/employees to become familiar with WCS .</p> <p>**Utilize planned schedules for media to showcase WCS activities.</p> <p>**Host Community Visit Day at all schools to allow the public to visit and learn about the school district and</p>

							schools. **Utilize WCHS Marketing Students to plan strategies for public relations blitz. **Coordinate participation in Community activities to promote WCS. Example:WC Fair Booth, Autumn Street Fair, WC Craft Fair, Christmas Parade, etc.
Action Step	Develop a Community Advisory Roundtable to include School Leaders, Community / Business Leaders to coordinate educational goals with community/business needs.	SY 2017-18 on going	Vickie Dodd/Bobby Cox/Chamber of Commerce	Monthly Dates Set	\$5,000.00	Survey/ Increased communication with community leaders	**Continue to build the Partners In Education Program in our system with Chamber of Commerce..
Action Step							
Action Step							

GOAL 6 – Action Plan Development

Revised DATE:

Section A

Area of Focus/Smart Goal

To establish theme based academies at Warren County High School

Which Areas of Focus does this Goal address?

Area of Focus Goal #6: Teachers and leaders will collaboratively create and implement theme based academies and small learning communities at WCHS that prepare students to achieve their chosen career and educational aspirations.

ACTION STEPS

IMPLEMENTATION PLAN

Section B – Descriptively list the action you plan to take to ensure you will be able to progress toward your goal. Action steps are strategies and interventions which should identify specifically the actions that need to be taken to accomplish the above stated goal.

Section C – For each of the Action Steps you list, give timeline, person(s) responsible, projected cost(s)/required resources, funding sources, evaluation strategy and performance results/outcomes. (For Evaluation Strategy, define how you will evaluate the action step on a quarterly basis.)

		Timeline	Person(s) Responsible	Required Resources	Projected Cost(s) & Funding Sources	Evaluation Strategy/Tools	Performance Results/ Benchmarks/ Outcomes
Action Step	Meet with Alignment Nashville, Inc. for needs assessment and collaboration on setting up a block schedule, Freshmen Academy, master schedule and theme based academies at WCHS.	Spring/Summer 2017	District and school leaders	Research of needs		monitor and adjust needs	Set up at a pace to be successful
Action Step	Establish an A/B Block schedule at WCHS for the 2017-18 school year	Spring/Summer 2017	WCHS Admin Team	Research options for block scheduling		Determine how the schedule will affect dual enrollment, RTI and lunch. Survey teachers.	Students will be exposed to additional courses on a block schedule
Action Step	Establish a Freshmen Academy at WCHS for the 2017-18 school year.	Spring/Summer 2017	WCHS Admin Team	Research Freshmen Academies		Walk thrus, evaluations and survey students, parents and staff	Students will be in teams for their core classes.
Action Step	Plan for CTE classes not being offered to Freshmen for the 2017-18 school year.	2017-18 school year	WCHS Admin Team and CTE Director				Students may need to double their CTE courses to complete a program of study or Capstone course.
Action Step	Set Master Schedule for Freshmen Academy with focus on PLCs by team and department.	Summer 2017	WCHS Admin Team	Master schedule research		Collaboration time between vertical and horizontal PLCs	Students will be double blocked in math and ELA classes.
Action Step	Define staff to attend Academies of Nashville Study Visit conference in Nashville.	Feb 1, 2017	District and school leaders	Research conference topics		meet to share knowledge gained from those that attend	Buy in from additional staff

Action Step	Professional Development for teaming in Freshmen Academy	Summer 2017	WCHS Admin Team and District Office	surveys and research		walk thrus and surveys	mission, norms, planning, data
Action Step	Professional Development for teaching on a block schedule	Summer 2017	WCHS Admin Team and District Office	surveys and research		walk thrus and surveys	Strategies to be successful in a block setting
Action Step	Teacher Externships	2016-17 and 2017-18 school years and future	WCHS Admin Team and CTE Director	Business Partners			Teachers familiar with business community
Action Step	Student Internships	2017-18 school year	WCHS Admin Team and CTE Director	Business Partners			Students engaged with postsecondary opportunities and business community partners
Action Step	Survey students, parents, and business community for potential academies	Fall 2017	WCHS Admin Team	research of community needs		assess info gained from surveys	post secondary opportunities for students
Action Step	Establish a theme based academy at WCHS for 10th graders in the 2018-19 school year	2018-19 school year	WCHS Admin Team and CTE Director	research of academy model		survey students parents, and staff	students engaged in post secondary opportunities

GOAL 7 – Action Plan Development

Revised DATE: March 15, 2017

Section A

Area of Focus/Smart Goal

The Warren County Schools District is One Team that will strive to provide the financial resources allowing superior education for every student.

Which Areas of Focus does this Goal address?

Area 7: Adequate resources are essential to provide programs and supports so that all students can succeed.

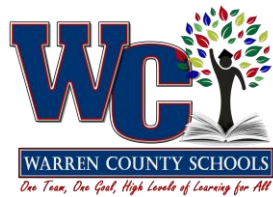
ACTION STEPS

IMPLEMENTATION PLAN

Section B – Descriptively list the action you plan to take to ensure you will be able to progress toward your goal. Action steps are strategies and interventions which should identify specifically the actions that need to be taken to accomplish the above stated goal.

Section C – For each of the Action Steps you list, give timeline, person(s) responsible, projected cost(s)/required resources, funding sources, evaluation strategy and performance results/outcomes. (For Evaluation Strategy, define how you will evaluate the action step on a quarterly basis.)

		Timeline	Person(s) Responsible	Required Resources	Projected Cost(s) & Funding Sources	Evaluation Strategy/Tools	Performance Results/ Benchmarks/ Outcomes
Action Step	Development of promotion materials to aid in recruitment of high quality teachers to our school district.	2017-18	Director of Schools and Central office Staff	Research of rankings state wide with documented facts.	\$1,000 or less	Track the number of teachers retained in our school district as well as those hired and their annual effectiveness level.	High quality teachers in every classroom every day
Action Step	Fund a grant writer/data analyst position (part time position) to move to a full time position to when grants are obtained to ensure maximum resources are obtained for the district.	2017-19	Director of Schools	Job Description for new position	Half time position salary	Research and organize data for district and school use and research all available grants that the district may be applicable to receive.	Funding resources received to improve the district and overall instruction in the district.
Action Step	Develop an Employee Incentive program to promote overall wellness and attendance of teachers and staff in the district.	2017-19	Director of Schools	Program development	TBD	Determine the number of teachers and staff with improved attendance compared to previous year.	Teachers and staff members have reduced absence allowing for more instructional days in the classroom to improve student performance.
Action Step	Presentation of a school budget that provide for Warren County Schools per pupil expenditure to be at or above the state average.	2017-2022	Director of Schools and Board of Education	State and Local revenue increase	TBD	Funding for education improved by increased revenue	Comparison of local per pupil expenditure to that of state.



STRATEGIC PLANNING SUBCOMMITTEES

FOCUS AREA 1	Autumn Turner
Debbie	Allen
Rebecca	Gipson
Kim	Cantrell
Jackie	Smith
Amy	Corley
Julie	Clark
Felicia	Rasori
Carol	Neal
Dorian	Loeffler

FOCUS AREA 2	Bobby Cox
DeDe	Holmes
Christie	Allison
Betty	Wood
Penny	Shockley
Gerald	Tidwell
Regina	Woodlee
Nicole	Crouch
Julia	Noblin

FOCUS AREA 3	Robin Phillips, Candice Willmore
Karen	Adcock
Emily	Haston
Dana	Grissom
Lori	Christianson
Debra	Odineal
Nichole	Burch
Michelle	Lewis
Stephanie	Davis
Stephanie	Ward
Anne	Hunter Myers
Shea	Panter
Larry	Sneed

FOCUS AREA 4	Betty Wood, Katrina Haley, Kim Henegar
Mike	Mansfield
Kathy	Ewton
Rex	Crabtree
Jaime	Lorance
Roseanne	Caten
Medora	Wilmore
Maria	Chavez
Melody	Edmonds

FOCUS AREA 5	Vickie Dodd
Deana	Jones
Jimmy	Haley
Carol	Prater
Cheryl	Kelly
Martha	Marlin
Mandy	Eller
Cindy	Rogers
Helen	Martin
Dale	Humphrey
Larry	Flatt

FOCUS AREA 6	Carl Curtis, Tracy Risinger
Jimmy	Walker
Stacey	Smith
Rick	Kinkade
Andy	Evans
Jacob	Dunn
Tia	Medley
Ryan	Smith
Jammie	Lowery
Amy	Seber
Franklin	Fisher
Don	Alexander

FOCUS AREA 7	Bobby Cox
Jimmy	Walker
Jeff	Golden
Jack	Phillips
Diane	Starkey
Ben	Newman
Carlene	Brown

*Non-Employees