



**UNICOI COUNTY BOARD
OF EDUCATION**

FIVE YEAR PLAN

**INCLUDING
GOALS, STRATEGIES
AND OBJECTIVES**

2011 -2015

Unicoi County Schools
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BELIEFS, MISSION, and SHARED VISION

BELIEFS:

Promote research-based information and data driven decision making.
Teach children to think.
Every child should have a good experience every day.
All children can learn and want to learn.
High expectations for all stakeholders.
Expose children to a broad range of learning experiences.
Teachers must be lifelong learners and be challenged to embrace change.
Every child should have the opportunity to succeed and learn.
There is a positive correlation between learning and school attendance.
Schools should have a positive atmosphere.
The Board should be school-focused on every decision and will promote shared decision making with all stakeholders.
Every teacher should be provided with the resources and Professional Development they need to succeed.
Schools/School Systems need strong leaders.
Reading is one of the foundations to success.
Teach students to set goals and believe them.
Community and parent involvement is a must.

MISSION STATEMENT:

Educate Children Create Citizens

The mission of the Unicoi County School System is to promote education of each student in order to create successful and honorable citizens.

SHARED VISION STATEMENT:

The vision of the Unicoi County School System is that all stakeholders will work to insure that all children will become lifelong learners. There will be a dedicated and compassionate teacher for every child with a classroom that is structured to meet diverse needs. Our school system will align policies and procedures to maintain a focus on achieving system's goals for student learning. We will promote data driven decision making.

GOAL ONE: To Provide Excellence in all System Programs

Strategy One: Focus curriculum on the Common Core Standards

Performance Measures	Performance Objectives
Tennessee Comprehensive Assessment Program (TCAP) Scope of Work (Trajectories)	Identify students in the four groups of Below Basic, Basic, Proficient, and Advanced . Use data driven decisions to move each student from where they are to make gains annually. (Individual Student Goals by 2011-2015)
TCAP Advanced	Individualized Student Portfolios. Use data to identify where each advanced student is and through differentiated instruction, formative and summative test, insure gains of one year's growth. (2011-2015)
ACT Readiness Benchmarks	Alignment of Pacing Guides to Common Core Standards. 2011-2015.
State Writing Assessment	Increase the three year average score to 5 by 2011-2015. Concentrate on writing across the curriculum.
End of Course Test (EOC)	System progress is significantly above the average school in the state. Maintain steady growth. (2011-2015)
Graduation Rate	Graduation rate of 95% by 2014-2015.

Strategy Two: Focus on research based instruction strategies that are best practices

Performance Measures	Performance Objectives
Goals and action plan from SIP (School Improvement Plan) and TCSPP (Tennessee Comprehensive System-wide Planning Process)	Review annually and implement. (Data Driven)
Funds budgeted for Differentiated Instruction, Best Practices, and Professional Development.	Implemented by 2011-2015. (Data Driven)
All educators engaged in professional learning	<ul style="list-style-type: none"> • Professional development days scheduled in school calendar • Target areas of need: (Math / Reading Language Arts) • Additional Professional Development in areas identified in SIP and TCSPP

Strategy Three: Solicit personnel input in decision making

Performance Measures	Performance Objectives
Teacher Advisory Committee	Meet monthly with representatives from each school to gather their input and concerns. Utilize information in all planning processes.
TCSPP (Tennessee Comprehensive System-wide Planning Process) and SIP (School Improvement Plan)	Utilize personnel in each component of TCSPP and align TCSPP with SIP.
Leadership Team	Meet monthly with Leadership Team and involve in all areas of planning. (Curriculum, policies and procedures, budget, personnel, and facilities) Promote Instructional Leaders.

Strategy Four: Encourage parent involvement in all levels.

Performance Measures	Performance Objectives
Parent Involvement Coordinator	Work with principal and staff at each school to target individual parental needs. Develop activities for parental involvement based on needs assessment.
Parent Advisory Committee	Meet monthly with representatives from each school to solicit their input and concerns.
SIP (School Improvement Plan) TCSPP (Tennessee Comprehensive System-wide Planning Process)	Involve parents in each component of plans. Lead parent, family, and community engagement through intentional two-way communication. Promote and develop an inviting school climate. (Follow-Up)

GOAL TWO: Promote Professional Growth and Accountability for all Personnel

Strategy One: Provide adequate resources

Performance Measures	Performance Objectives
Percentage of budget committed to professional learning and resources	Funds used for Professional Development based on best practices. Funds used for identified resources and classroom materials. (Data Driven)
High expectations for all personnel to perform	Expectations given to all employees at beginning of year and reviewed periodically throughout year. (Data Driven)
Evaluations of all personnel. Implementation of new state evaluation model of teachers and administrators.	State guidelines followed on all evaluations. Spot evaluations done monthly on all personnel. Principals will become Instructional Leaders.
TCAP ACT Writing Assessment Gateway Test Graduation Rate Attendance	Personnel held accountable by ongoing data analysis. "Performance of adults is measured by the performance of the students".

Strategy Two: Recruit and maintain high quality Personnel

Performance Measures	Performance Objectives
Recruitment of qualified staff for hard-to-fill positions	Creation of incentive package to assist in recruitment and retention of qualified applicants for "hard-to-fill" positions.
Maintain high quality personnel	Continuation of improvements annually in regards to employee salaries, benefits, and satisfaction. (Determined by Budget)
Employee satisfaction	Improve the level of employee satisfaction through an annual survey by identifying priorities and needs. (TELL Tennessee Survey)

GOAL THREE: Provide an environment for success

Strategy One: Provide an inviting, safe, disciplined and healthy climate

Performance Measures	Performance Objectives
Safety Plan	Revision of system-wide and individual safety/crisis plans. (Annually)
Coordinated School Health	Add additional nurse as funding becomes available. Address health concerns at system level and each individual school. Full implementation by 2011-2015.
School Climate	Promote and implement a school climate that is conducive to learning. Leadership Team will become Instructional Leaders.
Policies, Procedures and Handbooks	Teach staff and students what is expected and be consistent in implementation. (Annually)

Strategy Two: Maintain and update facilities

Performance Measures	Performance Objectives
Central Office Facility	To gather information on possible locations to house the central office staff. (2011-2015)
Roofs	The following are prioritized for replacement: 1.) Middle School (To look at doing a pod per year 2011-2015) 2.) Love Chapel 3.) Unicoi (New addition, kitchen, cafeteria & Gym) 4.) Rock Creek 5.) Temple Hill
Doors and Hardware	1.) Love Chapel (front entrance & front entrance right wing) 2.) Rock Creek (exterior principal's office & back gym entrance) 3.) Unicoi (cafeteria back door & front entrance)
HVAC	Intermediate School (roof top units (9); gym units (2); classroom units (30)

Strategy Three: Meet diverse needs

Performance Measures	Performance Objectives
Data Analysis (Formative and summative)	To identify areas through data and develop individual student plans to increase test scores.
Technology	Creation of additional opportunities for students to have access to technology. Integrate technology into instruction. (Continuous)
Professional Development	Provide training for staff to meet diverse needs through different strategies and teaching methods. (Data Driven/Best Practices) (Continuous)

WHAT IS DISTRICT DOING WELL?

- Maintenance of facilities
- Schools are safe
- Data Analysis driving instruction
- Targeting At Risk Students
- Celebrating successes
- Community Involvement
- Communicating with Parents
- Planning to implement change
- Strong Leadership Team
- Ahead of curve on change
- Offering tools to students for success
- Stretching funds for school operation
- Teachers doing well with strategies

SUGGESTIONS FOR IMPROVEMENT

- Use graduation coach in earlier grades
- Work to keep and continue social workers and guidance
- Continue to update curriculum with community
- Add dual enrollment /AP classes for high-end students
- More rigorous instruction
- Continue to work on developmental assets
- Educate parents to help children be successful with education
- Use creative thinking by teachers
- Employee input
- I3 Grant to improve course offerings
- Instructional Coaches

5 YEARS FROM NOW 2014-2015

- Work on increasing parent involvement
- Integrating technology into instruction
- Reviewing cost effectiveness of all programs for financial concerns
- Increase graduation rate
- Don't lose focus on community needs while reaching state/national goals
- Educating children (methods might change)
- Increase social services
- Alignment of Common Core Standards
- Career and College Readiness for each student

