

Coffee County Schools

Five Year Plan

2023-2028

VISION

The Coffee County School System strives to become one of the top performing education systems in the nation.

MISSION

The Coffee County School System fosters a culture that provides for the educational needs for all students, enriches thinking and learning, and promotes student success and a strong sense of citizenship.

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Five-Year Plan

2023-2028

The Five-Year Plan for Coffee County Schools establishes the orderly framework and structure for the continuous growth of educational programs and services for students. This document provides the roadmap for our school district and it will help to focus our attention, energy and resources to those initiatives which will improve student achievement. The staff and administration of Coffee County Schools will continue to provide the best possible learning opportunities for all students who attend our schools. We shall work relentlessly to prepare our students to be successful in college or in the workplace. To accomplish this mission, we have developed the following goals for the Coffee County Schools:

1. Mission, Vision, and Goals

It is critical to the success of our school district to develop and implement a clear and realistic mission, vision, and set of goals which will help guide the district's efforts, energy and focus. We must develop a clear understanding of our core values and what we hope to accomplish both short term and long term. We will create the necessary strategic plans to successfully achieve the goals established in this plan. Our mission, vision and goals will consist of the following:

- a. We shall discuss and evaluate the vision statement and goals of the school district on an annual basis and make necessary revisions.
- b. We shall ensure all stakeholders have an opportunity to comment and provide input on the vision statement and goals of the school district.
- c. We shall ensure the vision statement and goals of the school district are posted on the district website and in a prominent place in each school.
- e. We shall ensure the office of the director works collaboratively with the supervisors and principals to develop the academic goals and objectives for the school district on an annual basis and share that information with the school board.
- f. We shall maintain the support, assistance, and effectiveness of the central office to ensure we keep a strong focus on curriculum and instruction.
- g. We shall maintain effective communication lines to address potential issues and to respond to the needs of our buildings.
- h. We shall allocate, or reallocate, resources (materials, supplies, personnel, etc.) to wherever they are most needed to accomplish our primary goals and objectives.

i. We shall monitor student demographic data to determine where resources are needed the most, and we shall provide our most at-risk schools with additional support.

2. Planning and Assessment

School districts must effectively develop and implement a wide range of initiatives, programs, strategies, and procedures to be successful. This type of success requires significant planning and organization. It also requires a considerable amount of data collection and analysis to ensure we have developed an effective instructional program. We must create a valid and reliable assessment system that will provide us with the necessary data and information to guide our efforts. To ensure we properly plan and assess student progress, we will do the following:

a. We shall ensure all school board policies are current, relevant, and compliant with all federal, state, and local statutes.

b. We shall ensure all school board policies facilitate the adoption, maintenance, and implementation of our vision statement and goals.

c. We shall ensure the school board maintains adequate insurance and access to appropriate legal counsel.

d. We shall consistently model professionalism, respect, and a cooperative spirit on the school board and throughout the school district.

e. We shall ensure that the school board is provided the necessary information and data to ensure it can make educated decisions on issues presented to them.

f. We shall ensure the school board is kept updated on all current issues through the use of emails, work sessions, retreats, and a detailed monthly board packet.

g. We shall ensure the school board has ample time, preparation, and access to factual information before decisions are made.

h. We will develop a viable capital improvement plan which will enable us to create environments which are safe and conducive to the learning process.

i. We shall ensure that school leadership teams and the school district leadership team annually analyze student performance and utilize that data to drive our instructional program.

j. We shall work with our building level administrators and teachers to ensure they understand and utilize data from summative assessments, ACT, and benchmark testing in an effective and meaningful way to improve student achievement.

k. We shall ensure that our efforts, time, resources, and energy are guided by the district's Five-Year Plan and that we maintain focus on improving student achievement.

3. Instructional Leadership

Primary instructional goals of each school district should be focused on improving student achievement and ensuring each child is reaching his or her potential. It is important to provide instructional leadership to ensure we have created the best possible educational opportunities for our students. We should be relentless in our efforts to maintain high academic standards and do everything within our power to ensure students are performing at a high level. We should create an atmosphere of collaboration, teamwork, and dedication to high professional standards to create an exemplary instructional program.

a. We shall improve student achievement and this shall be a primary objective with the bulk of our time, energy and resources devoted to this initiative.

b. We shall develop and implement a district improvement plan aligned with state expectations and requirements.

c. We shall update, implement, and maintain pacing guides and common benchmark assessments.

d. We shall protect instructional time within the buildings by limiting required district meetings, by creating a school calendar conducive to learning, and by emphasizing the necessity of teachers and administrators remaining in the classroom.

e. We shall develop, implement, and evaluate effective educational programs for at-risk students in all schools.

f. We shall focus a majority of our reading literacy efforts on ensuring our students are reading on grade level by the end of third grade.

g. We shall strive to ensure students with a deficit in reading will demonstrate more than one grade level growth in reading on an annual basis from grade 3 through grade 8.

h. We shall strive to have the vast majority of our students performing math on grade level by the end of fifth grade.

i. We shall provide quality professional development opportunities to staff in order to help meet district goals in student achievement.

j. We shall develop and maintain a detailed, appropriate, and effective academic/career plan for all students prior to entering 8th grade.

k. We shall strive to ensure each student graduates from high school prepared to pursue the postsecondary opportunity of their choice.

l. We shall strive to ensure our graduation rates exceed those prescribed by state and federal regulations.

m. We shall ensure students have adequate access to early post-secondary opportunities.

n. We shall develop a highly challenging and rigorous curriculum for our most academically competent students.

o. We shall develop and implement an exemplary early childhood education program.

p. We shall work with our building level administrators and key instructional teachers to ensure they have the necessary training, resources, and time to be strong instructional leaders.

4. Organizational Leadership and Safety (see subset below)

We must create a professional atmosphere and environment that is conducive to teaching and learning. The instructional day must be organized and free from interruptions and distractions. Our schools must be organized, clean, safe, and led in an effective manner to maximize student's opportunities to learn. It is our responsibility to create a learning and teaching environment which promotes success. To accomplish this mission, we shall adopt the following goals:

a. We shall work with support personnel, teachers, building level administrators, central office staff and school board to develop a clear organizational support system and chain of command to ensure the success and safety of each school.

b. We shall ensure that we maintain an open-door policy and that all stakeholders have an opportunity to share comments, suggestions, and recommendations for improvement.

c. We shall provide the necessary staff development to ensure all personnel have access to the most current training, data, and research to ensure our students have the best possible educational opportunities and that our schools are safe.

d. We shall ensure that instructional time is a priority for all schools and that we limit interruptions, interference, or other issues that may prevent teachers from being successful in the classroom.

e. We shall strive to ensure that all schools are staffed with the appropriate personnel needed to maintain a high level of academic performance and we create a recruiting system that allows us to hire and retain the most effective educators.

f. We shall utilize technology to make the district more effective and efficient.

g. We shall implement an effective alternative school program for our high and middle schools to ensure that our most at-risk students are receiving appropriate instruction and that the instructional program is not disturbed by inappropriate behavior.

Safety subset:

h. We shall require the development of crisis management plans from each of the individual schools on an annual basis.

i. We shall meet regularly with local/state law enforcement officials to review, discuss and improve safety and crisis management plans within the schools.

j. We shall continue to utilize an instant alert system to keep our parents and community informed. Additional information in the event of an emergency will be disseminated via phone, text, email, social media, and/or local media.

k. We shall investigate the mutual benefits of collaborating with other school districts and county governments to create educational, financial, curricular, and operational advantages.

l. We will conduct and evaluate all safety and evacuation drills as required by the state and federal governments.

m. We shall conduct an annual school safety inspection of each school within the district to identify any potential safety issues and develop an appropriate course of action to address those issues.

5. Communication and Community Relationships

All stakeholders play a critical and important role in our school district. To promote and encourage support of the school district, it is essential for us to develop and maintain effective communication with our staff, parents, students, and community members. This open, honest, and transparent communication will help us to create positive and productive relationships throughout our schools and communities. To create effective communication and to foster positive community relationships, we shall do the following:

a. We shall utilize technology to improve parent communication and specifically target grades and attendance.

b. We shall utilize input from our parents on major initiatives and programs.

- c. We shall update all websites to ensure that they are current and that they provide the most relevant and necessary information.
- d. We shall continue to utilize an instant alert system to keep our parents and community informed.
- e. We shall investigate the mutual benefits of collaborating with other school districts and county governments to create educational, financial, curricular, and operational advantages.
- f. We shall work with our Coffee Teachers Advisory Committee (C-TAC) to solicit input from our teachers on major initiatives and programs.
- g. We will maintain a transparent and open philosophy of conducting business to ensure our community is informed of any major projects, initiatives, or programs to help promote communication and trust.
- h. We shall maintain an open-door policy and strive to communicate effectively with all stakeholders within the school district and community.
- i. We shall communicate the goals, objectives, and new initiatives to our staff members and to the community at large.

6. Professionalism

It is important that all staff members adopt and maintain high professional and personal standards. We should constantly strive to create an atmosphere of mutual trust, respect, and appreciation for others. We should understand that we hold an office of trust and that we serve the communities. We are held to a higher standard than most other professions and we should be conscientious in all actions. We should also model an example of a life-long learning and consistently engage in initiatives to improve ourselves as professionals. We should further adopt a servant leadership philosophy and utilize our skills to advance our schools, our school districts, other school districts, and our profession.

- a. We shall require all staff members to model and maintain a professional demeanor at all times.
- b. We shall collaborate with all staff members and the community to promote open communication and trust.
- c. We shall constantly engage in professional development opportunities to become aware of the most current research associated with improving student achievement and to maintain a high degree of effectiveness.

- d. We shall collaborate and participate with other schools and school districts to share instructional strategies, practices, curriculum, and ideas.
- e. We shall develop a philosophy of servant leadership and provide service to the profession, the district, and the community.
- f. We shall work with all stakeholders to develop and maintain a spirit of trust, collaboration, and cooperation.
- g. We shall assume full responsibility for developing, maintaining, and implementing a meaningful and continuous process of staff development and school improvement which results in the enhancement of student learning.
- h. We shall constantly strive to keep current with best practices and strategies which promote student achievement.
- i. We shall develop, implement, and evaluate all practices and procedures to ensure we meet all state and federal academic standards.
- j. We shall maintain an effective maintenance and custodial program that will maintain our buildings in a way that creates a safe, clean, and orderly environment.
- k. We shall maintain an effective and technology-driven human resource/payroll system that will streamline the finance department.
- l. We shall maintain an effective mentoring program to help our new teachers and new administrators.
- m. We shall provide an additional focus and emphasis on improving compensation for our staff members by being financially responsible.

7. District-Wide Student Academic Progress

We should constantly devote the majority of our time, effort, energy, and resources to ensure our students are successful. We should evaluate several data sources to determine where we are successful and identify areas in need of improvement. We should develop and implement the necessary initiatives, programs, and interventions to improve our instructional program and to better align the curriculum. We should ensure all students, and each of the subgroup areas, are experiencing academic growth. To ensure academic progress:

- a. We shall develop and implement common benchmarks, assessments, and a state-approved curriculum.

- b. We shall develop an annual plan of improvement to address issues gleaned from data collection and other relevant sources.
- c. We shall conduct a technology audit annually to determine strengths and needs.
- d. We shall analyze each department annually to determine how we can better serve our schools.
- f. We shall analyze data from a variety of sources to determine the effectiveness of the current curriculum and instructional program.
- g. We shall meet with appropriate supervisors and building level administrators on a frequent basis to ensure we are focused on improving student achievement.
- h. We shall collaborate with all stakeholders to develop and implement effective school improvement plans to improve student achievement.
- i. We shall focus on overall student performance and within each of the subgroups to ensure all students are performing at an acceptable level.
- j. We shall focus on graduation rates and ensure that our students are graduating on time and with the necessary skills to be successful.
- k. We shall utilize effective data analysis tools, software, and programming.
- m. We shall ensure that data are utilized in the development of school improvement plans.
- n. We shall review the current evaluation system to ensure it is focused on improving student achievement, it incorporates data, and the process is free from unnecessary paperwork and documentation.
- o. We shall develop a more effective assistance program to help our teachers who are struggling within the classroom.
- p. We will increase meaningful opportunities for students to participate in our Career and Technical Education (CTE) programs.