

5-Year Strategic Plan Cumberland County School System 2023 - 2028

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Ms. Elizabeth Stull, *School Board Member*

Mr. William Stepp, *Director of Schools*



October 2023

Cumberland County Schools 5-Year Strategic Plan

The following section provides an overview of the Cumberland County Schools' Strategic Plan development process.



CONTEXT: Cumberland County School district administration and the Board of Education have worked collaboratively with the Director of Schools, District Steering Committee, Cumberland County Community subcommittees as well as with the National Institute for Excellence in Teaching to develop a five-year strategic plan that will guide the work of the district for the time period of 2023-2028. The strategic planning process provides focus for the district, is designed to engage and inform the community and stakeholders, and will enable the district to be efficient with funds provided to the district. The Cumberland County School Systems Strategic Plan is designed to be a document that will be reviewed and monitored throughout the implementation process. The results of the implementation plan will be communicated to district leadership and the Board of Education in an effort to ensure that the district and board work together in partnership to provide the best possible learning environment for all students.



The strategic plan development process consisted of the following steps:

1. Vision Setting

- a. Initial Vision Setting Meeting
- b. Identify District Focus Areas
- d. Conduct SWOT Analysis (Strengths, Weaknesses/Challenges, Opportunities, and Threats)

2. Goal and Action Plan Development

3. Steering Committee and Community Subcommittee Feedback Sessions

4. Implementation and Monitoring Plan



Initial Vision-Setting Meeting:

Strategic plan development began with an initial vision-setting meeting that included the Cumberland County Schools district leadership and NIET consultants to discuss the district’s mission, vision, and priorities for the next five years.

Identify District Focus Areas:

The district leadership team of Cumberland County School System recognized a need to scale back on the number of initiatives the district was pursuing and focus their attention and resources on the most important issues for the district. They determined that working to ensure students and staff are focused on a K-12 Framework of Post Secondary/Career Attainment was a primary focus. The district is also focused on Emergency Management, Security, and Wellness of all staff and students. A deliberate focus on acquiring and retaining the highest quality talent and retention of those employees is a priority, along with high quality athletic programs and a laser focus on academics, primarily Literacy and Numeracy, closing achievement gaps, and ensuring that all students in the district are college and career ready upon graduation from high school. The district has ensured that the new five year strategic plan is fully aligned with TISA and all state and federal funding requirements at the time of development.

K-12 Framework(Post Secondary/Career Attainment)

Emergency Management/Security/Wellness

Talent Acquisition and Retention

Athletics

Academics

SWOT Analysis:

Once the district focus areas were determined, the Steering Committee members met to discuss a five-year vision for their district and then conducted a SWOT analysis for each of the focus areas, identifying strengths, weaknesses or challenges, opportunities, and threats to accomplish the success of the district mission.

Steering Committee:

The District Steering Committee met to review the mission and vision for the district and to develop the structure for the revision and development of the strategic plan. After each Steering Committee session, the information developed was reviewed by all members of the leadership team and taken to each subcommittee for review and feedback. Feedback was brought back to the Steering Committee to ensure the strategic plan is a document that collected feedback from all parties and that represents the needs of the school and community.

Goal and Action Plan Development:

To develop goals and action steps the district used the results from the SWOT analysis and ranked each item discussed in each category determined as the priority areas for the district. The district prioritized the manageable goals and actions to ensure success in each area over the next five years.



Steering Committee

Steering Committee Member

Mr. William Stepp
Mrs. Kim Bray
Mrs. Karri Hobby
Dr. William Maddox
Dr. Leslie Eldridge
Mrs. Kathy Hamby
Mr. Bo Magnusson
Dr. Rebecca Farley
Mr. Chris King
Mr. Nicholas Davis
Mrs. Shannon Stout
Mrs. Colleen Mall

Role

Director of Schools
Chief Operating Officer
PreK-8 Supervisor of Instruction
9-12 Supervisor of Instruction
College Career Technical Education Director
School Nutrition District Supervisor
Attendance Supervisor/Safety & Security Director
Chief Academic Officer
CCSchools Board Member
CCSchools Board Member
CCSchools Board Member
Cumberland County Commissioner





Mission, Values, and Core Beliefs

Our Mission

To inspire every student, every day towards academic achievements and excellence in life skills so they may reach their full potential.

Our Vision

Cumberland County Schools are Engaged in an Innovative learning environment Empowering every student to achieve excellence in life, academics, arts, athletics, and activities.

Our Core Beliefs

The beliefs of the Cumberland County School System are:

- 1) Education is the responsibility of families, students, teachers, and the community.
- 2) Our focus is our students' success.
- 3) Expectations and standards influence performance.
- 4) Attendance is vital to learning success.
- 5) Foster a positive school environment of belonging, trust, respect, and safety.
- 6) Highly qualified, effective instructors and leaders are crucial to the success of our students.
- 7) Cultural diversity is important to the success of every student.
- 8) Athletics, Arts, Academics and Activities motivate students to excel in learning success.
- 9) CCS will be equipped to serve the academic and non-academic needs of all students in their career pathways.



K-12 Framework (Post Secondary/Career Attainment)

Goal #1: *The Cumberland County School District Administration and Board of Education will implement the K-12 career connections framework, including awareness, exploration, advisement, and planning to ensure all students are productive members of the workforce upon high school graduation or post-secondary completion through the 2028-29 school year.*

ACTION STEPS:

- Implement additional CTE teachers into all elementary schools
- Implement work-based-learning and industry 4.0 coordinators at CCHS and SMHS
- Educate administrators, staff, students, and families on Ready Graduate indicators
- Recruit and retain school counselors as it pertains to graduation rate, ready graduates, and high quality advisement
- Increase partnerships with Post-Secondary and the Workforce
- CTE (Farm to School/Table partnership with Coordinated School Health and School Nutrition)
- Establish a long term community committee of stakeholders to deep dive research strategies and barriers to increasing parental involvement. (looking at others successes and what our community might be receptive to as we increase parental involvement)

PERFORMANCE METRICS:

- Annually 10% increase in the Ready Graduate Indicators with goal of being 100% by 2028-29
- Annually 2% increase in Graduation Rate to reach Attainment of 100% by 2028-29
- 100% of students tracked using LEA Ready Graduate Tracking Documents
- 100% of students will attain at least 1 Industry Credential Reporting to State upon graduation by 2028-29
- Core Indicators of Performance (CIPs) to exceed state expectations
- 100% High School and Beyond Tracking and Student Success
- Maximize Classroom Capacity through state reporting for Middle CTE Enrollment
- 100% Defined learning career assessment tracking
- Increase work based learning enrollment by 10% annually
- Maximize exposure to Industry 4.0 by 10% annually



Emergency Management/Security/Wellness

Goal #2: *The Cumberland County School District Administration and Board of Education will develop procedures and plans that will ensure all schools and the district have a safe and welcoming learning environment leading to an improved quality of life for all students and staff through the 2028-29 school year.*

ACTION STEPS:

- All staff trained in person on Trauma Informed Schools (BOTH certified and classified)
- Safe School Counseling-mental health etc (Psychological Needs)
Partners with Community agencies (Standardized protocols between all agencies)
- School Personnel Structure-Having required and consistent staff at all schools
- School Counselor-academic career, social emotional each school in the district (social workers)
- Facilities and Improvement Management - increase security fencing, EM - update schematics for all schools
- Cyber security
- Coordinated School Health (CSH) - focus on preventative measures for chronic illness/ telemed
- Establish a long term community committee of stakeholders to deep dive research strategies and barriers to increasing parental involvement. (looking at others successes and what our community might be receptive to as we increase parental involvement.)
- Provide meals free all students
- Joint central distribution center with a loading dock (FRC, CSH, Tech, textbooks, ect.)
- Box truck w/ lift gate for mobile services (FRC, CSH, Tech, textbooks, surplus inventory, etc.)
- Maintain technology infrastructure (on 5 year upgrade cycle)
- 1 to 1 Chromebooks (Purchase on 5 year cycle)



Emergency Management/Security/Wellness

Goal #2: *The Cumberland County School District Administration and Board of Education will develop procedures and plans that will ensure all schools and the district have a safe and welcoming learning environment leading to an improved quality of life for all students and staff through the 2028-29 school year.*

PERFORMANCE METRICS:

- 100% of Schools annually will complete and document all Local, State, and Federal drill and training requirements
- 100% of Schools annually will complete and submit to the district office the district required standardized safety plan
- 100% of all school staff will be trained in all emergency processes including trauma informed school training



Talent Acquisition and Retention

Goal #3: *The Cumberland County School District Administration and Board of Education will create a consistent and welcoming work environment where all school district employees are valued, compensated, and supported resulting in successful recruiting and retention of high performing school district employees through the 2028-29 school year and beyond.*

ACTION STEPS:

- Retention (Attendants on all Buses)
- Recruitment of Employees
- Benefits and Compensation
- Facilities and Improvement Management
- Work based learning site for recruitment and retention of employees for the Maintenance and Custodial Departments
- Recruitment of Employees (Teaching as a Profession within the district)
- Recruitment of Employees

PERFORMANCE METRICS:

- Cumberland County Schools will increase the number of Teaching as a Profession (TAP) participants by 10% each year from 2023-2024 through the 2028-2029 school year
- Cumberland County Schools will increase the number of 2 + 2 (two years at Roane State Community College and two years Tennessee Tech University) participants given the reinstatement of the program. If the program is reinstated, the goal would be to increase participants by 10% each year from 2023-2024 through the 2028-2029 school year



Athletics

Goal #4: *The Cumberland County School District Administration and Board of Education will develop procedures that will ensure all schools and the district have a standardized student athletic program that includes a comprehensive approach to facilitate a highly successful student athlete experience through the 2028-29 school year and beyond.*

ACTION STEPS:

- Policies and Procedures
- Parent Code of Conduct
- Careers in Athletics
- School Support for Athletes
- Parental Involvement

PERFORMANCE METRICS:

- Joining of TMSAA and modifying existing county wide athletic procedure manual
- Life Skills to Athletics by adding a athletic portfolio for each student athlete
- Adding careers into athletics by expanding the CTE program
- Create parental engagement periods to support student athletes and families



Academics

Goal #5: *Cumberland County Schools are Engaged in an Innovative learning environment Empowering every student to achieve excellence in life, academics, arts, athletics, and activities through the 2028-2029 school year.*

ACTION STEPS:

- PreACT
- Embedded Professional Development
- Consistent Benchmarks
- Maximize Fine Arts Opportunities

PERFORMANCE METRICS:

- Annually 1% increase in ACT Composite to reach 100% testing at least prior to junior year (11th grade)
- 100% of individual schools will strive to meet Annual Measurable Objectives (AMO) in ELA and Math
- 100% of individual schools will strive to achieve a growth index score or 4 or higher
- Increase participation at the middle school fine arts program by 2% annually



Appendices

- o Implementation plans
- o District Monitoring plans
- o Sub Committee Members

Next Steps

- o The Steering Committee will meet quarterly to review progress and discuss key accomplishments, identify challenges, and determine next steps.



October 2023



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Developed with support from the
National Institute for Excellence in Teaching (NIET)

NIET

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EXCELLENCE IN TEACHING