

**Southwestern Consolidated School District of Shelby County
Strategic Planning Steering Committee**

**Strategic Plan
2015-2018**

1 VISION: We will hire and retain highly qualified and motivated staff members who strive for student excellence through engaging instruction, differentiation, and adherence to state and national standards.

GOAL

Seek out various opportunities to supplement income for staff through leadership opportunities in professional growth in a sustainable environment.

CURRENT STATUS

We are sometimes unable to hire or retain teachers due to funding for competitive salaries.

GAP

Insufficient funding of salaries compared to other districts in the region (\$3,000-\$10,000 for teachers).

STRATEGY

- Seek various opportunities that will enable teachers to earn additional money.
- Annually, evaluate funding to determine how more competitive salaries could be paid.
- Provide an environment (safe, collaborative, valued, hardworking, and enjoyable) that compels staff to work here and remain here.
- Compensate teachers in other non-salary areas.

TIMELINE

- Apply for grants which support the districts goals and will supplement staff income when possible.
- School administrators will conduct annual and on-going evaluations of funds for salaries.
- Teachers will be provided the opportunity for the district to pay for specific training and professional development provided through grant funding.

2 **VISION:** We will increase student enrollment by 5% each year through marketing and public relations.

GOAL

Market and publicize our district to encourage additional students to want to attend Southwestern.

CURRENT STATUS

Most years, we have had a reduction in student enrollment.

GAP

From 2008-2014, our student enrollment dropped by more than 100 students. In 2014, our overall student enrollment saw a slight increase.

STRATEGY

- We will seek to offer increasingly more A.P. and dual-credit courses at Southwestern High School.
- The administrative staff will develop and continue an on-going dialogue with local media in an effort to increase positive publicity for the district.
- We will use social media and newsletters to promote our outstanding curricular programs, positive environment, and extracurricular opportunities.
- We will seek to market the opportunities a small school environment offers including, but not limited to, the closeness of students and staff, the opportunities to participate in multiple extracurricular activities, and a low teacher/student ratio.
- We will continue to create an environment where students are safe.
- Complete the security system at the elementary.

TIMELINE

The first four strategies were implemented one per year by 2014-15 at which time we saw an increase in enrollment. Continue implementing the first four strategies, install security system at the elementary, and monitor progress on all strategies.

3 VISION: The teaching staff will develop a systematic and systemic process of curriculum development and alignment which will provide quality education through collaboration within and across grade levels (K-12 horizontal and vertical alignment).

GOAL

Develop and align curriculum both horizontally and vertically in kindergarten through grade 12 to increase student knowledge and mastery of the standards.

CURRENT STATUS

All teachers are collaborating up and down at least one grade level with structured time for professional development. Teachers are taking initiative to work together through departmental and/or grade level meetings. AdvancED has recognized this as a weakness which we need to work on.

GAP

A gap remains between grades 6 and 7. Additionally, there is no standardized format for written curriculum development.

STRATEGY

- Professional development time to be used for alignment vertically and horizontally K-12.
- Hire a director of curriculum for one year to help us get this place.
- Professional development time to be used for develop digital curriculum.
- Support from technology coaches in the development of digital curriculum.

TIME LINE

- Hire Director of Curriculum for the 2015-16 school year with Small and Rural Grant funding.
- Hire 4 technology coaches (2 at each building) for the 2015-16 school year with eLearning grant funds.
- Integrate digital curriculum by at least one subject per year dependent upon the adoption schedule from the state
- Continue to use professional development early release time collaboratively to align the curriculum and keep it aligned

4 VISION: Teachers will integrate technology into every area of the academic day. They will strive to teach and reach children in ways that lead to academic success now and in the future.

GOAL

Provide professional development to staff for the utilization of technology to increase student engagement and achievement.

CURRENT STATUS

We currently utilize a variety of technology devices in classrooms dependent upon the teacher's comfort level.

GAP

- Technology is available but not always utilized effectively.
- Some teachers are more comfortable using technology in the classroom than others.
- Teachers are integrating digital curriculum based on their personal interest and technological abilities.
- No formal integrated digital curriculum expectation or vision has been created or shared.
- Lack of communication with parents and community on appropriate digital curriculum for specific skills (i.e. utilization in the classroom, list of recommended apps).

STRATEGY

- Provide differentiated professional development for implementing technology into the curriculum.
- Use technology director, technology coaches, and other qualified trainers to assist in professional development opportunities.
- Develop a shared vision and then set a firm expectation that teachers will effectively integrate technology into the curriculum.
- Technology will continue as a primary consideration in budgetary decision-making.
- District will become a 1:1 district.

TIMELINE

- District technology committee will meet quarterly to develop and monitor technology goals
- In 2015-16, four technology coaches will be hired with eLearning grant funds to help with professional development and the integration of digital technology into the curriculum.
- In 2015-16, a Director of Curriculum will be hired to help develop a written curriculum that is aligned both vertically and horizontally.
- At least annually, each building will review the digital curriculum being utilized and increase its effective use in the classroom.
- In 2015-16 every student in the district will be provided with a device.

5 VISION: We will be a school district where data drives instruction. Educators will utilize a collaborative approach to challenge students to reach their full potential by differentiating instruction to meet individual needs.

GOAL

Consistently utilize data collection and analysis to drive student instruction.

CURRENT STATUS

- The staff has significant data and tech resources which need to be consistently utilized to drive instruction and/or make decisions.
- There is sometimes conflicting data/information (example: a student is on the honor roll but does not pass ISTEP).
- Specific tools are being developed by data committees for organizing the data we collect.
- Staff is becoming aware that the use of data aides in efficiently using instructional time.
- Staff is working on aligning curriculum, data, and standards with assessments.

GAP

- Lack of consistent data analysis plans and tools.
- Lack of a specific plan or directive in the use of data to drive instruction.
- Lack of written curriculum vertically and horizontally.
- Because assessments from the state level are often an unknown, students may not be fairly assessed on what they have been taught.

STRATEGY

- We will re-evaluate our current sources of data to determine what is meaningful for driving instructional decisions.
- Data assessment/analysis plans and tools will be developed and implemented.
- Data analysis will continue to be a staff development priority.
- A written curriculum will be created and utilized.
- Student data will be a leading factor in driving instruction and making decisions regarding students.

TIMELINE

- At least once each semester, school principals will initiate and lead staff development on student data analysis.
- At least once each semester, each building will evaluate its use of student data and the use of this data to drive instruction.
- At least annually, the staff of each building will make recommendations regarding data collection and best sources.
- At the end of the 2015-16 school year, a written curriculum will be completed.

Annual Evaluation

It is recommended that this plan be administered and coordinated by the superintendent of schools and that the strategic planning steering committee meet annually to examine and evaluate the progress of the plan, make any necessary revisions, and share any changes with the Board of School Trustees, the Southwestern instructional staff, and the Southwestern school community.