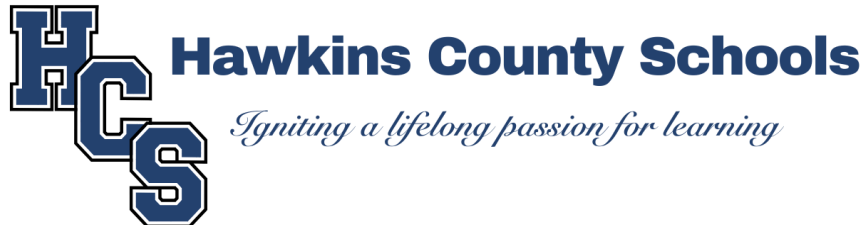


Five-Year Strategic Plan 2025-2030



Mission

Igniting a lifelong passion for learning

Vision

Positively impacting our community by instilling the values of responsibility, integrity, and service, ensuring students have the knowledge and skills necessary for meaningful employment, post-secondary education, and productive community involvement.

Core Values

- We will ensure all students grow and succeed through a safe, caring, supportive, and challenging educational environment
- We will ensure all students and staff are well supported and held to rigorous expectations
- We will model a collaborative culture of shared leadership, responsibility, integrity, and respect resulting in positive relationships connecting all stakeholders
- We will establish visionary leadership that supports a guaranteed and relevant curriculum, student academic growth, and overall achievement through professional collaboration and support
- We will ensure graduates of HCS have the tools necessary for success in college, career, vocational training, or military service, and to become active, contributing members of their communities
- We will operate with open communication, transparency, and accountability with all parents, guardians, and stakeholders, modeling professionalism and service support

2025-2030 Strategic Plan Team

Matt Hixson, Director of Schools	Shannon Glass, Supervisor, Facilities
Dr. Reba Bailey, Assistant Director of Schools, Supervisor, Federal Programs	Amanda Smith, Assistant Supervisor, Federal Programs
Rebecca Baker, Hawkins County Industrial Board	Loralee Price, Supervisor, Instructional Technology and Data Integration
Nancy Barker, Director of Rogersville/Hawkins County Chamber of Commerce	Lori Allen, Supervisor, Supervisor, Academic Services
Lori Davis, Dean of Students Rogersville Middle School	Angela Jackson, Supervisor, Special Education
Rolando Benavides, Supervisor, Transportation	Sherry Price, Principal, Church Hill Middle
Gabrielle Buchanan, Cooper Standard (Industry Representative)	Mandy Kenner, Supervisor, Child Nutrition
Mary Ann Davis, Principal, Surgoinsville Elementary	Quinn Kersey, HCEA President, Teacher, Hawkins County Virtual Academy
Teresa Drinnon, Supervisor, Personnel	Sharon Southern, Principal, Bulls Gap
Melissa Farmer, Director, Finance	Angela Hupert, Parent
Stephanie Mann, Teacher, English Language Learners	Erika Phillips, Coordinator, Coordinated School Health
Tammy Gibson, Assistant Supervisor, SPED Special Education	Autumn Rose, Parent
Debbie Shedden, Vice Chairman, Hawkins County Board of Education	Mary Beth Oxandine Woodlay, TN Pathways/TBR
Wayne Absher, Supervisor, Technology	Matthew Hunter, Walters State Community College
Thomas Floyd, Supervisor, Middle and High School Programs	Aaron Kenner, Truancy Officer
Laura Tipton, Teacher, Mt. Carmel Elementary	Sarah Jones, Parent

Keith Osborne, Pastor First Baptist Rogersville	Julie Francisco, Parent
Chris Christian, Chairman, Hawkins County Board of Education	Michelle Shanks, Family Engagement Coordinator
Hope Malone, Supervisor, Elementary Program	Bobbie Bernard, Principal, Hawkins Elementary
Dr. Brandon Williams, Supervisor, CTE Dr. Seth Rhoton, WBL Coordinator, CTE	Ashley Dykes, Parent
Kevin Rose, Parent	Dustin Elliot, Parent and CTE Career Exploration Teacher BGS
Chris Ray, Parent	Kathy Cradic, Member, Hawkins County Board of Education

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Strategic Plan Report

Hawkins County Schools has been serving the communities within Hawkins County since 1907. Our objective today is much the same as it has been for over 100 years; to prepare students to become leaders and stewards in their community. To do this, we are dedicated to educating and preparing students for the rigors of post high school life.

To ensure our school system's future vitality and strength moving forward, our strategic planning team has evaluated our internal and external environment, identified opportunities and challenges, and established our school system's most important priorities.

The planning team, composed of the director of schools, supervisors, administrators, teachers, board members, and community stakeholders focused on core strategic areas. Together, we established a formal strategic plan that reinforces our mission, vision, and values.

With a long-term strategic focus, we will provide an excellent academic education with solid comprehensive curricula for college and career preparation. Priorities will include Career Technical Education (CTE), inclusive of increased work-based learning (WBL) and internship placements, opportunities in Advanced Placement (AP) and Dual Enrollment (DE) courses, and enrichment in foreign language and fine arts. We will also provide extracurricular programs that promote teamwork, leadership, social development, and physical wellbeing. We will prepare students with the skills necessary to meet the challenges within the workforce, military, and continuing education, and as students enter and lead within community and global environments.

Professional Learning Communities (PLCs) are a cornerstone of our district's continuous improvement efforts and are central to the success of our strategic plan. The implementation of clear PLC expectations has unified Hawkins County Schools around a shared vision of high-quality instruction and a collective responsibility for student learning. Our guiding belief is simple but powerful: every student, in every school, deserves access to a consistent, high-quality educational experience. To support this, we are continuously training principals and teachers in effective PLC practices. Principals are expected to lead by example, modeling collaborative practices and maintaining a focus on results. Each school has established an Instructional Guiding Coalition (IGC), a leadership team responsible for making data-informed instructional decisions and supporting the development of collaborative teacher teams. These IGCs meet regularly and have already contributed to meaningful shifts in instruction and team culture. Through our commitment to PLCs, we are building sustainable systems that align with our district's mission, drive instructional excellence, and promote equal access to challenging instruction for all learners.

The Hawkins County Schools' strategic plan establishes a clear direction for the course of the school system during the next five years. The strategic plan outlines our goals and objectives for the school system's improvement and advancement. We will monitor, measure, and report on the achievement of the action plan yearly beginning in the 2026-2027 school year. Our goal is to update this plan annually based upon consistent data we collect and monitor. This plan will support the more detailed annual school and district plans. The achievement of the goals and objectives of the plan is paramount for our school system's improvement and success over the next five years.

Key Stakeholders and Expectations

Students:

- Know and understand academic, cultural, and life skills necessary for success.
- Think critically and problem solve
- Contribute to a safe, encouraging, pleasant, and nurturing environment in which we take pride
- Be able to effectively communicate, both verbally and written
- Work collaboratively with peers and learn to work well with others in a work environment
- Graduate prepared for college, career, and military with the soft skills (attendance, punctuality, teamwork, work ethic, communication, etc.) needed to be successful
- Be engaged and supportive members of society through participation in extra-curricular, athletic, community service, and other opportunities in and outside of our schools

Parents:

- Be an active participant and partner in our children's education, realizing we must function as a team in order for all students to succeed
- Communicate and stay engaged concerning student progress using district-provided venues for communicating with our personnel
- Know and understand the expectations, educational requirements, and need for rigorous standards for our students
- Support trust between stakeholders, demonstrating a willingness to communicate directly with our school personnel regarding, questions, concerns, and suggestions for overall improvement
- Provide support and model inter and intrapersonal skills (including cordiality, decorum, and professionalism) for our students within the educational process to better assist our students.

Staff:

- Expect competitive salaries and benefits
- Exhibit excellent and professional customer service for our stakeholders
- Clearly state and communicate expectations in a timely manner, and handle all questions, concerns, and suggestions at the lowest level
- Keep student databases accessed by parents updated and current at all times
- Participate and provide relevant professional development and continue to learn and grow

- Provide necessary resources, time and support to perform job expectations
- Prioritize requirements and eliminate non-essential/redundant tasks to the extent possible
- Provide a safe, supportive and respectful environment, modeling to students how to handle difficult and adversarial situations professionally and respectfully
- Provide a collaborative environment where two-way communication is valued, modeled, and expected

Post-Secondary & Employers:

- Engage and communicate with stakeholders and with our schools to develop strong relationships
- Expect students to be prepared and to meet the requirements for employment and post-secondary opportunities and model this for them when they work with you
- Expect students to have the necessary soft skills (punctuality, attendance, teamwork, work ethic, and drug free, etc.) and model this for them when they work with you
- Expect students to have the grit and determination to succeed by using critical thinking skills
- Expect students to be innovative and creative and model this for them when they work with you

Taxpayers and Commissioners:

- Prudently use and responsibly spend available tax dollars, reviewing and participating in budget recommendations annually
- Demonstrate transparency and direct communication with Hawkins County Schools
- Demonstrate mutually respectful two-way communication and refrain from gossip and hearsay
- Maintain, upkeep, and maximize the useful lifespan of facilities and materials
- Participate and contribute to the long range plan of capital needs
- Work with the system to effectively manage the debt to asset ratio
- Contribute to educating and supporting a highly skilled workforce to aid in economic development
- Help ensure the system demonstrates measurable results

Hawkins County, TN, USA (society in general):

- Contribute and support the shared goals of producing productive and engaged citizens who contribute to the community
- Understand and support cultural diversity within our school and overall community
- Take pride in our community and work collaboratively with Hawkins County Schools and Hawkins County to develop increased economic and workforce opportunities
- Model and provide opportunities to refine skills necessary to adapt to the ever-changing demands of the workforce, the economy, and the community

Input Meetings: What have we learned?:

Section 1: ACADEMICS

Key Measures for the School System

1. Third Grade Reading: HCS third graders will meet or exceed the state average by the third year of this plan and exceed this average by the fifth year
2. Fifth Grade Math: HCS fifth grade students will meet or exceed the state average by the third year of this plan and exceed this average by the fifth year
3. ACT: HCS high school students taking the ACT will score a system wide average of at least a 21 composite score on the ACT by the fifth year of this plan
4. Graduation Rate: HCS graduation rate will exceed 93% each year of this plan
5. Value Added Performance: HCS will reach and maintain a minimum of Level 3 composite score throughout the duration of this plan

Section 2: OPERATIONAL

Personnel Objectives – Recruitment, training, and retention of our best employees

1. Reduce employee turnover and increase retention through increased personal support measures
2. Move current HR and Benefits to digital platform, increasing employee ease of use and reduce confusion
3. Provide teachers who score significantly below expectations on individual growth scores with targeted assistance and continued support
4. Cross training employees and consistently plan for absences and emergencies

Fiscal Objectives – Budget, allocate, and utilize our finances wisely

1. Develop best practices to ensure there are no audit findings
2. Survey and evaluate salary rankings compared to other comparable county school systems
3. Obtain three quotes on all purchases over \$10,000 if there are no state bids or contracts
4. Train and review the Standardized System of Accounting and Reporting with appropriate employees

Environmental Objectives – Provide for ideal conditions for safe and effective instruction

1. Work orders: Decrease work order completion times by utilizing direct assignments and auditing of completed work orders
2. Capital projects: Develop and maintain a deferred maintenance schedule with prioritized needs, i.e.: blacktop sealing and replacement, roof replacements, etc.
3. Decrease discipline referrals
4. Decrease energy consumption
5. Improve the substitute hiring process and fill rate

Family and Stakeholder Involvement - Collaborative success

1. All school sites will host a minimum of at least one school-wide community service project per semester
2. We will foster an environment of continued input into long term planning at each school site

Goals

Academic - Elementary		
Goal 1: ELA Success HCS will increase the percentage of students scoring on track or mastered for ELA in grades 3-5. Specific percentages are updated in HCS annual ePlan. <u>The Foundational Skills Literacy Plan for Hawkins County Schools is TDOE approved and can be found here.</u>	Persons Responsible: Tammy Gibson, Angela Jackson, Lori Allen, Reba Bailey, Hope Malone	Dates for Review: following each benchmark assessment and annual state testing
Goal 2: Math Success HCS will increase the percentage of students scoring on track or mastered for Math in grades 3-5. Specific percentages are updated in HCS annual ePlan.	Persons Responsible: Tammy Gibson, Angela Jackson, Lori Allen, Reba Bailey, Hope Malone	Dates for Review: following each benchmark Hawkins County assessment and annual state testing
Goal 3: Consistent Academic Offerings HCS will have consistent grade bands across the school district. CHMS and CHIS were combined to offer a consistent 5-8 grade span	Persons Responsible: Central Office	Dates for Review: annually
Data Used: TN State Testing and CASE benchmark, school information metrics		

Academic- High School		
Goal 1: ACT HCS will increase the number of students earning a 21 on the ACT. Current 29.7% (State: 37.7%) Goal: 30.5%	Person Responsible: Thomas Floyd	Dates for Review: annually
Goal 2: Graduation Rate Hawkins County Schools will meet or exceed a 93% Graduation rate.	Person Responsible: Thomas Floyd	Dates for Review: annually
Goal 3: Graduate Preparedness HCS Graduates will be prepared to enter the workforce, trade school, military, or college/university	Person Responsible: Thomas Floyd, High School Administrators, Counselors	Dates for Review: Annually

Data Used: ACT Summary and Individual Test reports / Final TDOE Graduation report, surveys, college and trade school entrance data, trade school/career data, military enlistment data

Academic - CTE

Goal 1: Work-Based Learning Hawkins County Schools will increase the number of CTE concentrators who participate in any approved work-based learning capstone experience by 10% annually (from 55 to 60 in SY 25/26, from 60 to 66 SY 26/27, 66 to 72 SY 27/28, 72 to 79 SY 28/29, 79 to 87 SY 29/30).	Person Responsible: Brandon Williams Seth Rhoton	Dates for Review: Review annually in Spring when updating Carl Perkins Plan IPG
Goal 2: Industry Preparedness Hawkins County Schools CTE students will earn a minimum of 750 industry credentials annually with at least 50% of those credentials earned being tier 2 or tier 3 credentials as defined by the TDOE list of promoted industry credentials.	Person Responsible: Brandon Williams Seth Rhoton	Dates for Review: Reviewed at the end of each semester. IPG

Data Used: Work-based learning portal totals and industry certifications earned.

Personnel

Goal 1: Employee Retention Reduce employee turnover and increase retention of our highest performing teachers.	Persons Responsible: Teresa Drinnon Lori Allen	Dates for Review: Annually in July.
Goal 2: Teacher Support Provide teachers who score significantly below expectations on individual growth scores with targeted assistance. Solution Tree support with the PLC process has provided a structured approach for our teachers to collaborate as a team. We work with principals to identify areas of need specific to individual teachers/grade levels/schools - the instructional coaches work with individual teachers to support and strengthen instruction. Weaknesses are identified and supported - instruction, understanding of essential standards, assessments, planning, etc.	Person Responsible: Teresa Drinnon Lori Allen	Dates for Review: After receiving, achievement and TVAAS data annually.

Data Used: Human Capital Data, TVAAS Data (Individual Growth Scores)

School Nutrition		
Goal 1: Breakfast Participation Increase breakfast participation in grades K-5 by 10%, grades 6-8 by 10%, and grades 9-12 by 5%.	Person Responsible: Mandy Kenner	Dates for Review: Annually in June
Goal 2: Lunch Participation Increase lunch participation in grades K-8 by 5%, grades 9-12 by 10%.	Person Responsible: Mandy Kenner	Dates for Review: Annually in June
Data Used: Meal count data from Heartland Mosaic		

Health & Safety		
Goal 1: Health and Wellness Support Hawkins County Schools will implement a Social Emotional Learning Curriculum K-12. Lessons will be delivered through a variety of methods, including school counseling lessons, homeroom classes, and related arts classes. Topics will be grade level appropriate and will focus on goal setting, empathy and kindness, emotion management, decision making, managing relationships, and belonging/connection.	Persons Responsible: Erika Phillips Teacher Leaders School Counselors	Dates for Review: Annually, in June
Goal 2: School Safety The SAVE Act Coordinator and School Resource Officer Supervisor will develop an annual school safety training plan. The plan will include a list of monthly tabletop drills designed to familiarize administrators and school level staff on Emergency Operations Plan, Universal Procedures, and drills.	Persons Responsible: Erika Phillips Renee Larkin	Dates for Review: Annually, in September and June
Data Used: Goals will be measured by agendas for monthly principal and school level staff meetings.		

Technology		
Goal 1: Implement and maintain a phased introduction of a new enhanced internet and phone communication systems by transitioning to a more reliable and high-speed provider. This upgrade will offer our stakeholders improved options, superior service, and a more secure networking platform.	Person Responsible: Wayne Absher	Dates for Review: Annually
Goal 2: Develop a 4 to 5 year device replacement plan for aging computers.	Person Responsible: Wayne Absher	Dates for Review: Annually

Goal 3: Upgrade a segment of our outdated server network to more stable and modern hardware. This initiative aims to enhance the security of our student data and protect our network from external threats.	Person Responsible: Wayne Absher	Dates for Review: Annually
Data Utilization: Goals will be assessed through the analysis of completed installations, security reports, and database metrics reflecting improvements in work order completion times and device tracking efficiency.		

Finance		
Goal 1: Audit Performance To have no audit findings and to provide timely, supportive, and courteous customer service to our stakeholders.	Person Responsible: Melissa Farmer	Dates for Review: annually when audit is completed
Goal 2: Fiscal Responsibility To pay all invoices within 30 days of receipt.	Persons Responsible: Sherry Crawford Misty Elkins Melissa Farmer	Dates for Review: monthly
Data Used: Annual audit reports and paid invoice report.		

Transportation		
Goal 1: Communication Maintain and improve operating conditions by fostering workforce relationships to minimize issues due to route schedule changes.	Personnel Responsible: Rolando Benavides	Dates for Review: Annually
Goal 2: Routing Implement and maintain routing software to have more accurate information with students using the Transportation Department.	Personnel Responsible: Autumn Lawson	Dates for Review: Annually
Goal 3: Safety To improve the safety of school bus operations by reducing driver distractions related to student behavior incidents , directly contributing to fewer reported safety concerns on bus routes. This will be achieved through collaborative efforts with the newly implemented Dean of Students, who will lead the development and consistent application of a tiered student behavior intervention system specifically for bus riders, ensuring a more consistent and effective approach to managing and resolving behavioral issues.	Personnel Responsible: Dean of Transportation	Dates for Review: Annually

Goal 4: Recruitment Increase the number of qualified school bus driver applicants through a comprehensive recruitment campaign utilizing local media advertising and on-bus promotional materials.	Personnel Responsible: Rolando Benavides Rini Grimm	Dates for Review: Annually
Data Used: Formal and informal data from community and drivers to better understand the support needed to acquire and maintain qualified drivers and have consistent routes. Routing software data.		

Maintenance and Facilities		
Goal 1: Decrease work order completion times by utilizing direct assignments and auditing of completed work orders.	Person Responsible: John Wathen	Dates for Review: Annually
Goal 2: Increase utility savings by adding/expanding BAS controls on HVAC systems.	Person Responsible: Shannon Glass	Dates for Review: Annually
Goal 3: Increase Preventative Maintenance tasks to minimize reactionary and emergency work requests.	Person Responsible: John Wathen	Dates for Review: Annually
Goal 4: Develop and maintain a deferred maintenance schedule with prioritized needs, i.e.: blacktop sealing and replacement, roof replacements, etc.	Person Responsible: Shannon Glass	
Data Used: Reports generated by work orders and asset tracking software - Facilities reports		

Community Stakeholders & Elected Officials		
Goal 1: Family Engagement K-8 schools will provide a minimum of four family engagement events per year with a focus on information for families regarding Chronic Absenteeism, Literacy, Math, STEM, College & Career, and Transitioning Grades. High Schools will provide an event for Post-secondary/Career Opportunities. The Special Ed Department will be providing specific training for parents on postsecondary resources and opportunities for students with IEPs and or 504 Plan. The HCS EL Department will hold family engagement events for students and families of English Learners in order to share resources and information to improve academics and attendance, as well as English language skills.	Person Responsible: Amanda Smith Thomas Floyd Angela Jackson	Dates for Review: Reviewed each semester
Goal 2: Communication The district will provide stakeholder communication in a variety of	Person Responsible:	Dates for Review:

formats. These will include an up-to-date website, social media, HCS app notifications, press releases, and community presentations (Chamber Breakfast, Industrial Board, Ruritan, etc.)	Matt Hixson Nikki Manning Wayne Absher Seth Rhoton	Bi-annually
Goal 3: Parent Input and Communication Create and consistently offer creative ways to engage parents, specifically at the middle and high school levels, where parent involvement typically decreases.	Person Responsible: Matt Hixson, Thomas Floyd, Nikki Manning, High School Admin, Parents	Bi-annually
Data Used: Schools will provide Family Engagement reports each semester. These reports describe events held, provide number in attendance, and feedback from parent surveys specific to each event in order to improve communication and information at future events.		

Attendance		
Goal 1: Chronic Absenteeism Overall district chronic absenteeism will be reduced by 1.2% per year.	Person Responsible: Cody Sauceman	Dates for Review: August
Goal 2: Daily Attendance Rate Overall district Average Daily Attendance will improve by .2% annually	Person Responsible: Cody Sauceman	Dates for Review: Monthly and July annually
Data Used: TNDOE Report Card Data and EIS/TEDS ADA numbers		

Summary and Next Steps

Hawkins County Schools is required to develop annual plans for the school system as a whole and each school site. These annual site and system plans are referred to as ePlans and are locally-developed and submitted to the TN Department of Education. These plans detail the school system's strengths and challenges and will identify goals for each of these challenge areas. The HCS Strategic Plan will be updated annually as well, to reflect the changes detailed in these annual plans and to ensure they align with the overall system wide goals. The HCS Strategic Plan will provide long term guidance for the direction of the district as determined through input and steering by the Board of Education, staff,

student, and community member collaboration. These input meetings will take place through regularly scheduled meetings and forums, such as the Hawkins Chamber of Commerce Breakfasts, Board of Education meetings, site and district parent meetings, Parent/Teacher Association meetings, Hawkins County Teachers Association Collaborative Conferencing, and other venues. Additionally, any community member can email or schedule a meeting with any staff member, whether at one of HCS' 17 school sites or at our central office location. This plan will be posted on our website (hck12.net) and updated annually based on the input meetings listed above as well as annual data. Any annual updates will be identified by an update reference at the top of the document and corresponding color-coded language changes.

Revision Dates:

12/11/25