

# **Richard Hardy Memorial School**

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**Sharon Newcom**  
**Director**

**Reggie Culpepper**  
**Principal**

## **Richard City Special School District Five Year Strategic Plan 2025-2030**

### **Board of Education**

**Jacque Howard – Board Chairperson**  
**Cherie Helton – Board Member**  
**John Olton – Board Member**

### **District Administration**

**Sharon Newcom – Director of Schools**  
**Donna Culpepper – Federal Programs**  
**Stacey Wright – Director of Special Populations**  
**Jennifer Olton – Board Secretary/Office of Finance**  
**Sonya Blevins – HR/Payroll**

### **School Administration**

**Reggie Culpepper – School Principal**

*“Home of the Hawks”*

**District Mission**

**To Inspire, develop, and empower each student.**

**District Motto**

**Caring enough to ensure that each student succeeds.**

*“Home of the Hawks”*

## **Strategic Themes**

The five strategic themes that emerged as a guide to set priorities, focus energy, and ensure a common path to accomplish our outcomes:

**Academic Excellence:** Ensure students are college and career ready.

**Technology:** Provide technology-rich classroom environments and opportunities for students and staff.

**Facilities:** Enhance safe and effective learning environments.

**Partnership/Community Engagement:** Strengthen communication and community connections.

**Human Capital:** Attract, develop and retain a high-quality workforce.

## **Academic Excellence**

- I. Expand course offerings across the curriculum, specifically in Career and Technical Education (CTE) Science, Technology, Engineering and Math (STEM), Dual Enrollment, Dual Credit, Industry Certification and the Arts.
  - a. Expansion of Dual Enrollment, Dual Credit and Industry Certification course offerings through a partnership with Chattanooga State Community College and other academic institutions as partnerships are created.
  - b. A STEM/STEAM (Science, Technology, Engineering, Arts and Mathematics) coordinator will be designated to organize expansion in these areas.
  - c. Art classes will be offered at the elementary school level.
  - d. Begin the coordination of CTE courses in Middle School.
- II. 95% of all students will meet the graduation requirements set by the state of Tennessee.
  - a. Industry certification offerings will be available while the student is in high school through CTE programs/courses.
  - b. Take a proactive approach with attendance to create a tiered system of interventions to ensure students have necessary supports in place.
- III. All students will receive the support necessary to enter a post-secondary degree, technical degree, or industry certification.
  - a. Five-year post graduate tracking will be set in place.
  - b. All middle school students will begin a personalized Progress Plan.
- IV. 95% of all third-grade students will be reading at grade level.
  - a. Continued support and growth of our early elementary grades (Pre-K – 3<sup>rd</sup> grade) program by increasing academic supports.
  - b. Further in-depth training for teachers in literacy skills and strategies.
  - c. Parents/guardians training opportunities for all parents/guardians to partner with the school in the literacy development of their child/children.
  - d. Intervention and remediation, personalized learning plans, and after-school opportunities will be provided.
- V. All grade bands will show high level of achievement and growth in all state assessed subjects as demonstrated by TVAAS data.

- a. Structured Professional Learning Community (PLC) meetings centered on analysis of student data from common assessments, district-level benchmarks, and state assessments.
- b. Further development of collaboration among teachers.
- c. Professional development opportunities to deepen teacher understanding of their standards and vertical alignment.
- d. Use of consistent standards-based grading process.

VI. All teachers will be at a level 3.4 or 5 on their Tennessee Educator Acceleration Model (TEAMS) evaluation.

- a. Peer-to-peer opportunities will be made more available.
- b. Video and other coaching opportunities will be offered throughout the year.
- c. Stronger coordination and collaboration between principal, instructional coaches, and coordinators in meeting the professional needs of the teachers.

## **Technology**

- I. Provide technology-rich environment for learning. Professional development, and community enrichment.
  - a. Provide an online course catalogue for student course offerings.
  - b. Utilize technology for staff development that allows online classes/tutorials, while also allowing to archive training resources.
  - c. Offer community classes to improve technology knowledgebase over a variety of topics.
- II. Create student internship opportunities to help promote student engagement, offer work-based learning opportunities for students and to facilitate IT assistance.
  - a. Offer computer science classes to middle and high school students. In
  - b. Involve students in hands-on learning opportunities and experience onsite support to address IT needs through student-led IT support teams.
- III. Promote digital citizenship through individual student devices (1:1) while enhancing student preparedness for their future.
  - a. Use online resources to help educate students how to become more effective use of technology while also promoting online safety.
  - b. Maintain 1:1 device for all students 5-12.
  - c. Maintain student device count in the elementary school, providing all students with electronic devices that will be utilized in the classroom.
- IV. Provide students and teachers with cutting edge resources that will provide them with new opportunities.
  - a. Create a technology task force team that can be sent to conferences to learn about new ideas in technological education and then disseminate the information throughout the district.
  - b. Establish a device refresh cycle for all IT equipment; ensuring that the devices maintain optimum performance levels for increased efficiency.
  - c. Provide a needs assessment to determine the current viability of existing IT equipment/resources.
  - d. Leverage state of the art equipment to ensure our students have the best opportunities for success in an ever-changing world.

## **Facilities**

- I. School buildings will maintain secured entries
  - a. Complete a needs assessment for each building.
  - b. Maintain areas that are both safe for entrance and also in compliance with fire code
  - c. Complete the fencing behind the high school to secure the entrance from the wooded area.
- II. Renovation of the historic elementary school building
  - a. Repair the walls in the historic building gym
  - b. Replace old plumbing
- III. High school building upgrades
  - a. Complete the construction of the upper walls in the gym
  - b. Replace the air unit in the high school gym
  - c. Upgrade the cafeteria to allow our staff to cook lunches (eliminating the need to have lunches catered from SPHS)

## **Partnership/Community Engagement**

- I. Communicate with parents to ensure a smooth transition for their children from grade level to grade level and as they move between grade bands. (elementary school to middle school, middle school to high school)**
  - a. Communicate with and engage parents in the academic process.
  - b. Provide assistance to school faculty/staff to strengthen communication with parents about school/district priorities and initiatives.
  - c. Parent information nights will be scheduled to inform parents of program initiatives, resources available and other pertinent and timely information.
- II. Foster effective partnerships with surrounding businesses, community agencies and organizations.**
  - a. Establish a partnership program that will engage businesses, governments, civic groups and other community organizations to ensure students' needs are being met both academically and socially.
  - b. A school representative will maintain a presence at community agencies and organizational meetings.
  - c. Establish a system, including work-based learning, job shadowing opportunities and in-school exposure to career and colleges, to prepare student with opportunities to be engaged citizens in the community and be prepared for post-secondary education and future careers.
- III. Enhance our overall communication plan to market and promote the district**
  - a. Work with the local newspaper to publish articles that highlight and celebrate Richard Hardy Memorial School programs, accomplishments, initiatives and progress.
  - b. Improve internal and external communications with the school/district. The school website, social media and other technology methods will continue to be utilized to provide students, staff, parents, and community immediate access to information about activities, initiatives, and accomplishments.
  - c. Create marketing materials that will be distributed to potential business partners, families, and Chamber of Commerce.
- IV. Expand high level of parent engagement activities and/or coordinate strategies and services for family engagement.**

- a. Conduct surveys with administration, staff and other stakeholders to evaluate programs and plan future district initiatives, including identifying and overcoming barriers.
- b. Provide programs that promote better attendance, school readiness and the prevention of learning loss during the summer months.
- c. Expand existing partnerships and establish new ones with public and non-profit social service agencies to communicate more effectively with these organizations and our families.
- d. Create and distribute a resource guide which provide information on community resources.

## **Human Capital**

- I. Develop a marketing plan to promote employment in our district and recruit, hire and retain effective and culturally responsive employees.
  - a. Develop a financial plan to offer competitive salary and compensation packages to personnel.
  - b. Accelerate hiring practices and include more diversity in our staff.
  - c. Increase salary for teachers to be more competitive with surrounding districts.
  - d. Partner with local and out-of-state universities to develop a student teacher to employment pipeline.
  - e. Promote the district in a way that quality teachers seek employment in our district.
- II. Build staff capacity through implementation of professional development learning programs that provide training, coaching, and mentoring that instills a growth mindset.
  - a. Define, explain and implement a professional growth system that is based on individual school and district needs.
  - b. Provide personalized PD to grow teachers and staff using different delivery models such as person to person, small group and online.
  - c. Provide coaching, mentoring and job embedded professional development to new employees.
  - d. Build employee capacity to collaborate and share accountability for outcomes.
  - e. Maximize effectiveness of implementation by seeking feedback through surveys and adjust when needed.
  - f. Improve new hire orientation by providing more in-depth training in district technology resources, district expectations, and district initiatives.
  - g. Implement a teacher induction program for novice and new to district teachers.