

Richard Hardy Memorial School

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

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District Administration

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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 – 3rd 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.