

Turner County School System Strategic Plan

Dr. Jeffrey McDaniel, Superintendent

Committee Members

Leadership Capacity

John West, TCES Assistant Principal, Chair
Keith Croft, TCHS Principal
Vicki M. Brown, TCES Instructional Coach
Zetta Daniels, Federal Programs Director
Shantae Lynn, TCMS Counselor
Deborah Priest, TCHS SPED
Cassandra Jackson, TCES Teacher
Janie Fields, GADOE

Learning Capacity

Christie Hubbard, TCMS Teacher, Chair
Bernice Martin, TCMS Principal
Kady Lankford, TCHS ELA Teacher
Melanie McLemore, Exec. Director of C&I
Kim Guess, TCHS Social Studies Teacher
Yontonia Weaver, TCES Teacher
Wendy Hobbs, TCHS Bookkeeper
Heather Lakey, TCMS Teacher
Tracy Barnette, TCES Gifted Teacher

Resource Capacity

Ryan Durham, Exec. Director of Tech Instruction & Information
Bernard Joiner, TCES Principal
Brad Christian, South Georgia Banking Company
Jill Noble, TCMS Teacher
Amber Stephens, TCHS Teacher
Martessia Wood, TCES Para Pr0-Music
Mike Mastrario, Building Inspector
Nikki Johnson, TCES Teacher

Turner County School System

The Turner County School System is located in Turner County Georgia. Turner County is a rural community in southwest Georgia. The county was organized in 1905 from parts of Irwin, Wilcox, Worth and Dooly counties. The county seat, Ashburn, was named in honor of W.W. Ashburn who built the first sawmill in the area. The School System is made up of one elementary school, one middle school and one high school. Based on information from the Turner County School Information System, the School System currently has a total enrollment of 1256 students in grades PK-12. The School System's ethnicity is: 61% Black; 29% White; 7% Hispanic; 2% Multi-racial and less than 1% Asian/Pacific Islander. Students with Disabilities make up 14% of the total student population. Ninety nine percent of Turner County's students are free and reduced.

Turner County Schools

Turner County Elementary School

Turner County Elementary School has a total enrollment of 634 students in grades PK-5. The school is a Title I School.

Turner County Middle School

Turner County Middle School has a total enrollment of 284. The school is a Title I School.

Turner County High School

Turner County High School has a total enrollment of 338 students. The graduation rate for the 2018 graduating class was 94%.

Turner County School System

Strategic Planning Process

The Planning Team and the Planning Process

The creation of the Turner County Schools' Strategic Plan 2019-2024 was started in June 2018, when the Board of Education reviewed the planning structure. District leaders along with Georgia Leadership Associates facilitators decided to align the Strategic Plan Goal Areas with AdvancED's standards of 1) Leadership Capacity, 2) Learning Capacity, and 3) Resource Capacity. The Board of Education (June 12, 2018) and the Super Team (August 30, 2018) received a detailed explanation of the steps of the strategic planning process and its alignment with AdvancED and school board standards.

The Strategic Plan was developed over several months by a team of approximately 25 stakeholders representing all schools, the district office and the community. The Super Team, which included members from all goal area committees, met three times and the three goal area committees met a total of 10 times.

On November 8, 2018, the Super Team reviewed and discussed the draft of each committee's goals, objectives, and actions to reach consensus on the strategic plan. At another Super Team meeting on November 13, 2018, the members discussed and chose new vision and mission statements and voted on changes to the belief statements.

Throughout the strategic planning process, the committee members reported to and received input from their various stakeholder groups through face-to-face contact, emails, school meetings and review of draft documents.

Connecting the Strategic Plan to AdvancED Standards

The strategic planning process was aligned to the AdvancED Performance Standards for School Systems. The explanation of the strategic planning process given to the Board of Education and Super Team showed the alignment to AdvancED standards. District Leaders reviewed AdvanceEd Standards and identified the three (3) goal areas for the strategic plan. Those were: Leadership Capacity, Learning Capacity and Resource Capacity. As the committees met, goals, objectives, and action plans were considered and chosen which addressed those three goal areas. The various components of the plan, research-based actions, evaluation, timeline and resources also support the expectations of these AdvancED Standards.

Consideration of Data and Identification of Need

The three goal area committees were asked to review and consider any available data (system and school improvement plans, state and local student data, CCRPI, surveys etc.) for their goal setting sessions. Committee members also considered stakeholder input and feedback from constituents. The committees used these data to identify areas for growth, to determine goals, to set measurable objectives, and to decide which action steps would need to be taken to achieve the goals.

Development of Goals, Objectives, and Action Steps

After the committees analyzed the available data, the members of each committee reached consensus on goals, developed measurable objectives and determined actions for each with timelines, funding, persons responsible, and means of evaluation. The final plan on which the Super Team came to consensus includes goals, objectives and action steps.

Action steps are scheduled over a five-year period with most being initially implemented during the first two years. The measurable objectives and accompanying actions are to be reviewed annually using the suggested means of evaluation. This review of progress may result in revisions with action steps being modified or added.

Adoption of System Vision, Mission, and Beliefs

The Super Team reviewed the current vision, mission, and belief statements. An email was sent to Super Team members asking for input on whether to keep the current vision and mission statements or to change. Stakeholders were also asked to give input on possible changes. The Super Team considered the input gathered. After discussion, it was determined that the vision and mission would be changed. The team considered several possibilities and voted on a new vision statement and a new mission statement. The team then considered the belief statements. After discussion, the Super Team decided to make a few changes to the belief statements, combining two statements, changing some wording, and adding two additional statements.

Vision:

Excellence in Education

Mission:

To provide a high-quality education leading to success in college, career, and life.

Belief Statements:

- Every student is important, unique, and can become college, career, and life ready.
- Great results occur when dedicated teachers, motivated students, and engaged parents share high expectations.
- Schools will achieve success when all stakeholders communicate, collaborate, and cooperate.
- Safe, orderly, and supportive school environments are essential to student success and well-being.
- Exemplary practices in teaching and learning pave the way for student success.
- Technology plays an integral part in educating our students.

Turner County Schools Strategic Plan 2019-2024

Strategic Goal Area 1		Leadership Capacity			
Specific Goal 1.1		Increase Stakeholder Involvement			
Measurable Objective 1.1.1		Increase parent involvement in activities that support teaching and learning by 10%.			
	Actions, Strategies, Interventions	Timeline	Funding Sources, and Resources	Person(s) Responsible	Means of Evaluation
1.1.1.1	Create a baseline of parent involvement	Aug. 2019 to May 2020	N/A	Principals	Parent Involvement Reports
1.1.1.2	Set guidelines to ensure district website and social media pages are consistent and easy to navigate across all schools	Aug. 2019	N/A	Director of Technology	Guidelines are created
1.1.1.3	Consider purchase of call out system to notify parents of emergencies, school activities, etc. (pursue possible sponsorship to cover cost)	Jan.to May 2019	TBD	Director of Technology	Information collected and submitted to Superintendent
1.1.1.4	Establish protocol for documenting and collecting parent contact/involvement data	June 2019	N/A	System Admin Team	Creation of protocols
1.1.1.5	Create a survey to be completed by parents/guardians concerning participation in parent involvement opportunities (available in various formats)	March 2019	N/A	System Admin Team designee	Creation of survey, survey results

Turner County Schools Strategic Plan 2019-2024

Strategic Goal Area 1		Leadership Capacity			
Specific Goal 1.1		Increase Stakeholder Involvement			
Measurable Objective 1.1.2		Increase partnerships with community stakeholders by 10%			
	Actions, Strategies, Interventions	Timeline	Funding Sources, and Resources	Person(s) Responsible	Means of Evaluation
1.1.2.1	Establish a committee to identify potential business partners	Feb. 2019	N/A	Teacher of the Year Coordinator	Establish committee
1.1.2.2	Identify potential community stakeholders and establish standard procedures to create partnerships	April 2019	N/A	Teacher of the Year Coordinator	List of potential partners and procedures
1.1.2.3	Develop a plan for recognition of business partners	Sept. 2019	N/A	Teacher of the Year Coordinator	Recognition plan
1.1.2.4	Create a baseline of current partnerships	April 2019	N/A	Teacher of the Year Coordinator	Baseline

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Strategic Goal Area 1		Leadership Capacity			
Specific Goal 1.2		Develop Professional Learning for Current and Aspiring Leadership Personnel			
Measurable Objective 1.2.1		Implement a plan for Professional Learning for current and aspiring leadership personnel by September 1, 2020.			
	Actions, Strategies, Interventions	Timeline	Funding Sources, and Resources	Person(s) Responsible	Means of Evaluation
1.2.1.1	Establish a committee to create a professional learning plan for current and aspiring leadership personnel	Jan. 2019	N/A	Superintendent	Establishment of committee
1.2.1.2	Create and implement a professional learning plan for current leadership personnel	Sept. 2019	N/A	Superintendent, Committee	Plan
1.2.1.3	Create and implement a professional learning plan for aspiring leadership personnel	Sept. 2020	N/A	Superintendent	Plan

Turner County Schools Strategic Plan 2019-2024

Strategic Goal Area 1		Leadership Capacity			
Specific Goal 1.3		Improve Operational Processes and Procedures			
Measurable Objective 1.3.1		Increase employee satisfaction by improving the efficiency of operational processes and procedures			
	Actions, Strategies, Interventions	Timeline	Funding Sources, and Resources	Person(s) Responsible	Means of Evaluation
1.3.1.1	Establish a committee to create a survey of employees on the efficiency of operational processes and procedures	March 2019	N/A	Superintendent	Establishment of committee
1.3.1.2	Committee will create and administer a survey to assess satisfaction of employees who engage with system wide operational processes and procedures	May 2019 and ongoing	N/A	Committee Chair	Create a survey
1.3.1.3	Analyze data and formulate a plan for addressing concerns indicated by survey results	Nov. 2019	N/A	Committee Chair	Formulate plan

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Strategic Goal Area 2		Learning Capacity			
Specific Goal 2.1		Develop a learning culture in schools that would increase student achievement			
Measurable Objective 2.1.1		Increase the percentage of students achieving a 2 or 3 on State and Local assessments by 3%			
	Actions, Strategies, Interventions	Timeline	Funding Sources, and Resources	Person(s) Responsible	Means of Evaluation
2.1.1.1	District Professional Learning Committee to identify, assess, and implement professional learning to address professional learning needs in a systemic manner	Jan. 2019-ongoing	PL Budget (Title II)	C&I Director, Principals, Team Members (teacher leaders)	Surveys, meeting minutes, agendas, sign in sheets, memos, common and/or collaborative assessments utilizing Achievement Level Descriptors (ALDs), instructional frameworks, data analysis, intervention tools
2.1.1.2	Create Collaborative Groups as needed to determine curriculum needs and resources	March 2019	N/A	District and School Level Administration	Meeting agendas, minutes, faculty and staff feedback
2.1.1.3	Implement and/or enhance effectiveness of student led data conferences	Aug.2019-ongoing	PL funds (Title II)	Instructional Coaches, Leadership Teams, School Data Teams	Observations, student data cards, data logs, data conference items, student feedback
2.1.1.4	Implement PBIS with fidelity	Aug.2019-ongoing	School funds	District PBIS Coordinator, Principals, PBIS Teams	School discipline data SWIS, training agenda, meeting sign in sheets

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Strategic Goal Area 2		Learning Capacity			
Specific Goal 2.1		Develop a learning culture in schools that would increase student achievement			
Measurable Objective 2.1.1		Increase the percentage of students achieving a 2 or 3 on State and Local assessments by 3%			
	Actions, Strategies, Interventions	Timeline	Funding Sources, and Resources	Person(s) Responsible	Means of Evaluation
2.1.1.5	Create and implement a system of progress monitoring for new and existing strategies and programs for all tested subjects	Aug.2019-ongoing	Federal Programs, SPLOST	Intervention Specialists, Instructional Coaches	STAR, GRASP, Milestones, benchmarks, common assessments, meeting notes
2.1.1.6	Effectively incorporate standards-based instruction, using Achievement Level Descriptors, deconstructing standards, learning targets, common assessments, etc. across all content areas	Jan. 2019-ongoing	N/A	Teachers, Instructional Coaches, Principals, C&I Director	Lesson plans, deconstructing standards indicated, common assessments, benchmarks, pacing guides and units

Turner County Schools Strategic Plan 2019-2024

Strategic Goal Area 2		Learning Capacity			
Specific Goal 2.2		Develop a consistent reading curriculum in K-12 that will positively impact student achievement.			
Measurable Objective 2.2.1		Increase % of students reading on grade level as measured by State and Local assessment tools.			
	Actions, Strategies, Interventions	Timeline	Funding Sources, and Resources	Person(s) Responsible	Means of Evaluation
2.2.1.1	Assemble committee to consider viable K-12 reading and writing curriculum	Jan. 2019-ongoing	N/A	C&I Director, ELA Teacher Leaders	Committee minutes, sign in sheets, assessment samples
2.2.1.2	Convene an ongoing committee to analyze sources of literacy assessments for the purposes of improving literacy instruction and identify needs for intervention.	Jan. 2020-ongoing	N/A	Assessment Director, Instructional Coaches, Data Teams, Principals	Committee minutes, sign in sheets, assessment samples
2.2.1.3	Create and implement a system of progress monitoring for new and existing literacy strategies and programs	Aug. 2019 –ongoing	Local funds, SPLOST, Federal programs	Intervention Specialists, SPED Personnel, Reading Teachers, Instructional Coaches	Principal walkthroughs, PLC minutes, observations, teacher feedback, student feedback, benchmark assessment data
2.2.1.4	Incorporate regular discussion of Lexile/stretch bands or Fountas & Pinnell (K-2), during student led conferences and parent/teacher/student conferences	Aug.2019-ongoing	N/A	Teachers, Students, School Administrators	Parent contact logs, student conference documents, open house, etc. sign in sheets

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Strategic Goal Area 2		Learning Capacity			
Specific Goal 2.2		Develop a consistent reading curriculum in K-12 that will positively impact student achievement.			
Measurable Objective 2.2.1		Increase % of students reading on grade level as measured by State and Local assessment tools.			
	Actions, Strategies, Interventions	Timeline	Funding Sources, and Resources	Person(s) Responsible	Means of Evaluation
2.2.1.5	Identify lowest quartile of students and meet frequently to discuss student progress and instructional strategies	Jan.2019- and ongoing	N/A	Data Teams, Intervention Specialists, Reading Teachers, SPED Teachers	Student data, data team meeting notes/documents

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Strategic Goal Area 2		Learning Capacity			
Specific Goal 2.3		Develop and support Career Awareness among students			
Measurable Objective 2.3.1		Increase the number of students completing 2 or more Pathways			
	Actions, Strategies, Interventions	Timeline	Funding Sources, and Resources	Person(s) Responsible	Means of Evaluation
2.3.1.1	Provide training and support for sustainable implementation of GA futures	Aug.2019-ongoing	N/A	Counselors, Principals, Teachers	Student information system data, training documents, student brochures
2.3.1.2	Introduce career interest inventories (K-5), create Career Portfolios (Middle Schools), create college portfolios (high school), and complete Capstone Projects (Grade 12)	Ongoing	N/A	Counselors, Teachers as Advisors, Community Partners	Rubrics, finished products
2.3.1.3	Provide opportunities for students to begin pathways in grades 6-12	Ongoing	N/A	Counselors, Principals, CTAE Personnel	Master schedule, End of Pathway assessments, GMAS readiness indicator
2.3.1.4	Increase partnerships with local technical colleges, Two and Four year colleges and universities	Jan.2019-ongoing	N/A	Counselors, Tech College and College Personnel	Meeting notes, emails, enrollment numbers, Career Day documents

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Strategic Goal Area 2		Learning Capacity				
Specific Goal 2.3		Develop and support Career Awareness among students				
Measurable Objective 2.3.1		Increase the number of students completing 2 or more Pathways				
	Actions, Strategies, Interventions	Timeline	Funding Sources, and Resources	Person(s) Responsible	Means of Evaluation	
2.3.1.5	Strengthen community engagement through dialogue with community partners, community organizations, and clubs to heighten awareness of college and career opportunities	Jan.2019-ongoing	N/A	Counselors, Teachers, Principals, Superintendent, Community in Schools (CIS)	Community service projects, meeting notes, participation logs	
2.3.1.6	Partner with student organizations to increase participation and to develop and support career awareness among students	Jan. 2019-ongoing	N/A	CTSOs, Student Representatives	Membership rosters, meeting agendas, minutes	

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Strategic Goal Area 2		Learning Capacity			
Specific Goal 2.4		Develop a consistent math curriculum in K-12 that will positively impact student achievement			
Measurable Objective 2.4.1		Increase Percentage of students demonstrating proficiency of math standards			
	Actions, Strategies, Interventions	Timeline	Funding Sources, and Resources	Person(s) Responsible	Means of Evaluation
2.4.1.1	Incorporate Standards of Mathematical Practice in daily instructional practices	Jan. 2019-ongoing	N/A	Math Teachers, Instructional Coaches, C&I Director	Teacher lesson plans, common assessments
2.4.1.2	Create and implement a system of progress monitoring for new and existing math strategies and programs in K-12	Aug. 2019	Federal programs, SPLOST funds	Intervention Specialists, Instructional Coaches, Math Teachers	USA Test Prep, STAR, GRASP, Milestones, benchmarks, common assessments, meeting notes

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Strategic Goal Area 3		Resource Capacity			
Specific Goal 3.1		Increase Effectiveness of Professional Learning			
Measurable Objective 3.1.1		Establish System-wide Professional Learning Plan by March 1, 2019			
	Actions, Strategies, Interventions	Timeline	Funding Sources, and Resources	Person(s) Responsible	Means of Evaluation
3.1.1.1	Create a Professional Learning Committee	Jan. 2019	N/A	C&I Director	Creation of Committee
3.1.1.2	Professional Learning Committee will develop a Professional Learning system-wide plan	March 2019	N/A	C&I Director, Curriculum Committee	Professional Learning Plan presented to Superintendent/BOE
3.1.1.3	Investigate possibility of redirecting funding to secure instructional coaches for middle and high school to assist in delivering professional learning	Ongoing	N/A	Federal Programs Director, CFO C&I Director	Report to Superintendent

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Strategic Goal Area 3		Resource Capacity			
Specific Goal 3.2		Increase Effectiveness of Professional Learning Communities			
Measurable Objective 3.2.1		System wide participation in PLCs will increase student achievement in designated areas			
	Actions, Strategies, Interventions	Timeline	Funding Sources, and Resources	Person(s) Responsible	Means of Evaluation
3.2.1.1	Professional Learning Committee will create Standardized Procedures for PLCs	March 2019 Review Annually	N/A	C&I Director, Professional Learning Committee	Submission of plan for approval
3.2.1.2	System-wide training and implementation of PLC procedures	Start Sept. 2019	N/A	C&I Director. Professional Learning Committee	Meeting Agendas
3.2.1.3	Evaluate classroom instruction for effective use of PLC defined instructional strategies	Start Oct. 2019- Ongoing	N/A	Principals, Assistant Principals	TKES, Data
3.2.1.4	Implement interventions for areas of critical need based on previous classroom observations	Start Dec. 2019- Ongoing	N/A	C&I Director, Professional Learning Committee	Classroom Observations, Data
3.2.1.5	Obtain feedback from participants to determine PLC effectiveness	Ongoing Annually	N/A	C&I Director	Survey Responses

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Strategic Goal Area 3		Resource Capacity			
Specific Goal 3.3		Improve Recruitment of Highly Qualified Teachers			
Measurable Objective 3.3.1		Number of Highly Qualified Teachers will increase			
	Actions, Strategies, Interventions	Timeline	Funding Sources, and Resources	Person(s) Responsible	Means of Evaluation
3.3.1.1	Create HR Committee to establish standards of recruitment	Jan. 2019	N/A	Human Resources Director, Superintendent	Roster of Committee Members
3.3.1.2	Increase participation in teacher job fairs across the state.	Start Feb. 2019- Ongoing	N/A	Professional Learning Coordinator, Principals, Athletic Director	Report of Hires
3.3.1.3	Partner with local colleges to increase number of student teachers.	Start March 2019- Ongoing	N/A	HR Director, Chair of HR Committee	Increase in number of student teachers
3.3.1.4	Include accurate and updated employment page on district website and TeachGeorgia.org.	Start Jan. 2019- Ongoing	N/A	Human Resources Director, Technology Director	Reports from TeachGeorgia.org, reports from Website Traffic
3.3.1.5	Develop and implement in-house job application process	Completed by Jan. 2023	TBD	Human Resources Director, Committee	Application response data

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Strategic Goal Area 3		Resource Capacity			
Specific Goal 3.4		Improve Retention of Highly Qualified Teachers			
Measurable Objective 3.4.1		Number of Highly Qualified Teachers leaving system will decrease			
	Actions, Strategies, Interventions	Timeline	Funding Sources, and Resources	Person(s) Responsible	Means of Evaluation
3.4.1.1	HR committee will develop system-wide plan for mentoring new teachers and a plan for induction/orientation of new teachers	May 2019	N/A	HR Committee	Creation of Committee Plans
3.4.1.2	System-wide Mentoring and Induction/orientation plans are reviewed with Principals then implemented	July 2019	TBD	HR Committee reviews, Principals implement	Implementation of plans system-wide
3.4.1.3	Revisit Distinguished Service Award	Aug. 2019	General	Teacher of Year Committee	Documentation of review
3.4.1.4	Revisit Teacher of the Year Program	Aug. 2019	General	Teacher of Year Committee	Documentation of review

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Strategic Goal Area 3		Resource Capacity			
Specific Goal 3.5		Infuse digital tools and resources into schools to improve student achievement			
Measurable Objective 3.5.1		Increase technology integration into classrooms as measured by ISTE's Lead and Transform diagnostic tool			
	Actions, Strategies, Interventions	Timeline	Funding Sources, and Resources	Person(s) Responsible	Means of Evaluation
3.5.1.1	Create technology committee	Jan. 2019	N/A	Technology Director	Creation of Committee
3.5.1.2	Measure and evaluate the use of technology using ISTE's Lead and Transform Diagnostic Tool	Jan. 2019- Ongoing	N/A	Technology Director, Technology Committee	Lead and Transform Diagnostic Tool data
3.5.1.3	Incorporate technology-specific, standards driven (ISTE) professional learning	Start Jan. 2019- Ongoing	N/A	Technology Director, Technology Committee	PL agendas, PL sign-in sheets
3.5.1.4	Create a district repository of digital tools and resources	Jan. 2019 ongoing	N/A	Technology Director, Technology Committee, C&I Director	Website Traffic Data

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Strategic Goal Area 3		Resource Capacity			
Specific Goal 3.5		Infuse digital tools and resources into schools to improve student achievement			
Measurable Objective 3.5.1		Increase technology integration into classrooms as measured by ISTE's Lead and Transform diagnostic tool			
	Actions, Strategies, Interventions	Timeline	Funding Sources, and Resources	Person(s) Responsible	Means of Evaluation
3.5.1.5	Increase incorporation of technology into teacher lesson plans	March 2019 Ongoing	N/A	Teachers	Lesson Plan Audits TKES
3.5.1.6	Create a system-wide 3 year technology plan	March 2019-Aug. 2019	N/A	Technology Director, Technology Committee	Plan will be posted to District Website, Board of Education minutes