



FIVE-YEAR STRATEGIC PLAN

CLARKSVILLE-MONTGOMERY COUNTY SCHOOL SYSTEM
2023-2028



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DIRECTOR OF SCHOOLS



“Our district, our families, and the community are vital to the success of our students.”

The past three years have taught us the importance of working together as a community. The pandemic had an impact on our students, faculty, and staff. Our families faced unexpected hardships, personally and professionally. Now, it is time we rally together to move forward.

Entering my second year as the Director of Schools, I am committed to elevating CMCSS through an intentional focus on academic achievement, college and career readiness, teamwork, and innovative strategies. We will chart a path to continued success over the next 1, 5, 10, 50 years and beyond for this District and community.

To accomplish this, we must be united in collaboration and teamwork with a clear understanding of how each of us can contribute to the whole. We have heard our families express their desire to build stronger relationships within school communities. Our district, our families, and the community are vital to the success of our students. Far more can be accomplished when we have a collective mission agreed upon by all for the benefit of our children.

I wholeheartedly believe education is one of the most defining factors in life. Our responsibility is to ensure every student graduates with a solid academic foundation and a clear path forward, leading to a high-skill, high-wage career. I am committed to not only focusing on recruiting teachers and classified personnel but also retaining quality educators and staff members. We will continue to utilize innovative strategies aligned with our strategic work.

A concerted effort is key to reimagining a successful future. Together, we will begin this journey and discover what is possible. Working collaboratively with the leadership team, administrators, educators, staff, students, parents, School Board members, and community members, we will ensure CMCSS is one of the best school districts in the state of Tennessee to both work and attend, now and in the future.

Jean Luna-Vedder

CMCSS CABINET & DIRECT REPORT



DIRECTOR OF SCHOOLS
Dr. Jean Luna-Vedder



CHIEF OF STAFF
Dr. Angela Huff

Director of Student Services
Student Services Manager

Mary Davilla
Kathy Philips



CHIEF ACADEMIC OFFICER
Dr. Schanda Doughty

Director of Accountability and Assessment
Director of Elementary Schools
Director of Elementary Schools
Director of Federal Projects
Director of High Schools
Director of Teaching, Learning, and Innovation
Director of Instruction and Curriculum 6-8
Director of Instruction and Curriculum 9-12
Director of Middle Schools
Director of Professional Learning
Director of Special Populations

Dr. Kimi Sucharski
Jessica Harris
Amanda Nicks
Lisa Baker
Christy Houston
Jennifer Menees
Dr. Tracy Hollinger
Dr. Becky Padgett
Matthew Slight
Tina Smith
Shannon Peacock



CHIEF COMMUNICATIONS OFFICER
Anthony Johnson

Director of Communications and Marketing
Director of Continuous Improvement
Executive Director of the CMC Education Foundation

Jessica Goldberg
Elizabeth Vincent
Robin Burton



CHIEF FINANCIAL OFFICER

Chris Reneau

*Finance Director
Assistant Finance Director
Assistant Finance Director
Purchasing Director*

*Jessica Hernandez
Marcia Demorest
Patricia Stamps
Lori Bryant*



CHIEF HUMAN RESOURCES OFFICER

Melissa Izatt

*Director of Certified Employment
Director of Classified Employment
Employee Relations Specialist
Human Resources Coordinator
Safety and Health Director*

*Patti Koloski
Dr. Erica Christmas
Staci Sohn
Michael Tharpe
Tommy Butler*



CHIEF OPERATIONS OFFICER

Norm Brumblay

*Building Maintenance Manager
Building Services Manager
Child Nutrition Director
Facilities Engineering Manager
Student Transportation Manager
Vehicle Maintenance Manager*

*Kevin Scott
Jason Hodges
Shane Tarkington
Bryan Lopp
Elizabeth Kong
Ricky Phillips*



CHIEF TECHNOLOGY OFFICER

David Holman

*Desktop Support Manager
Network Security Engineer
Senior Network Engineer
Senior Computer Programmer
Systems Administrator
Systems Specialist
Technology Coordinator*

*Thomas Owen
Joe Hall III
Brian Davidson
Joe Williams
Preston Fisher
Leighton Brown
Malcolm Bayless*



GENERAL COUNSEL

Carol Joiner

Associate General Counsel

Paige Barbeauld

CMCSS FAST FACTS

OUR EMPLOYEES

CMCSS is the largest employer in Montgomery County, outside of Fort Campbell.

Employees: 5,594 (includes substitutes)
Certified teachers: 2,564

CMCSS FACTS

Total Enrollment: 38,900
Students with Disabilities: 15.0%
Economically Disadvantaged: 51%
English Language Learners: 3%
Military-Connected: 27%

GRADUATION RATE



92.5% CMCSS



89.8% Tennessee

*These percentages are for the
2021-2022 School Year.*



AVERAGE PER PUPIL EXPENDITURE

\$15,120 | National 2021-22

\$10,581 | State 2021-22

\$9,667 | CMCSS 2021-22

OUR SCHOOLS

CMCSS is the seventh largest school district in Tennessee.

Total Number of Schools: 44

Traditional Schools

Elementary Schools: 24
Middle Schools: 8
High Schools: 8

Schools and Programs of Choice

Adult High School
CMCSS K-12 Virtual School
Early Technical College at TCAT
Nine High School College and Career Academies
Middle College at Austin Peay State University
Moore Magnet STEM School
Spanish Immersion at Barksdale Elementary

As the county population continues to grow, the district is actively planning for future growth. Currently, the district is projected to open a new elementary school in the 2024-2025 school year and a new elementary school in 2026-2027.

ETHNIC DISTRIBUTION OF STUDENTS

WHITE



BLACK



HISPANIC



OTHER



White: 47%
Black or African American: 32%
Hispanic: 16%
Asian: 3%
Native Hawaiian/Pacific Islander: 1%
American Indian/Alaskan Native: 1%

Student groups less than 10 in size are not indicated.



MISSION

Our mission is to educate and empower our students to reach their potential.

VISION

Our vision is all students will graduate college and career ready.

STRATEGIC WORK

Each year, the Clarksville-Montgomery County School System sets goals and objectives to help students reach their full potential. The goals and objectives are driven by state and federal mandates, feedback from the community, and research-proven methods that have helped other school districts become successful. This five-year plan provides an overview of CMCSS' long-range strategic work for 2023-2028. This plan will be reviewed annually and updated as needed. CMCSS' strategic work is focused on four key areas: *Improve Student Achievement, Maximize Employee Capacity, Improve Efficiency and Effectiveness, and Engage the Public in Support of Student Achievement.*

IMPROVE STUDENT ACHIEVEMENT

Improving student achievement is at the core of CMCSS' mission and vision. The Instruction and Curriculum Department works collaboratively with schools to determine action steps that are required in order to meet the district's strategic work. Using feedback, qualitative and quantitative data, and routine input from teachers and staff, the following subgoals and action steps are implemented and adjusted in order to meet the needs of all students.

PROVIDE QUALITY INTERVENTIONS TO MEET STUDENTS' ACADEMIC AND BEHAVIORAL NEEDS

Teachers and staff have the knowledge and appropriate resources to provide aligned academic interventions:

- Create a routine schedule to share district universal screener data after each screening window and have schools calculate their own tier percentages for reading and math to track the health of their tier one system.
- Create a differentiated professional learning series at each level to define, model, and plan how to provide high-quality, aligned academic interventions in all tiers of instruction.
- Create professional learning pathways for support staff at each level to support the delivery of high-quality, aligned academic interventions in all tiers of instruction.
- Purchase appropriate high-quality materials and provide training to implement the resources with fidelity.



Teachers and staff have the knowledge and appropriate resources to provide aligned behavioral interventions:

- Create a routine schedule to share district universal screener data after each screening window and have schools calculate their own tier percentages for SEL to determine the specific needs in their buildings.
- Form a district team to create a professional learning plan for administrators, teachers, and support staff that provides a concrete and consistent outline of the functions of behavior and strategies to use for all levels of intervention.
- Implement differentiated professional learning pathways to define, model and plan how to provide high-quality, aligned behavioral interventions in all tiers of instruction.
- Purchase SEL resources and provide training to implement them with fidelity.



All school personnel know how to access, interpret, and use student data from FastBridge to plan for instruction and intervention:

- Create and communicate district expectations for using FastBridge as the key source of data to be used when planning for instruction and intervention.
- Provide access to the online training modules in FastBridge for any staff member who needs to increase their effectiveness in using the platform to access and understand the student data.
- Provide consistent models for using FastBridge data effectively during district professional learning days.

IMPLEMENT RESEARCH-BASED MATH AND LITERACY PRACTICES WITH HIGH-QUALITY INSTRUCTIONAL MATERIALS TO INCREASE GRADE-LEVEL MASTERY

All core actions from the Literacy IPG are evident in literacy instruction across all levels:

- Observe 100% of literacy classrooms using the Literacy Instructional Practice Guide (IPG) with data reviewed across levels to identify opportunities for improvement.
- Train educators on the Foundational Literacy Walk (FLW) tool.
- Participate in the Tennessee Literacy Implementation Network (TLIN) with 100% of middle schools.
- Refine Professional Learning Community (PLC) & Data Chat processes.
- Review qualitative (IPG) and quantitative (Mastery Connect/CASE Benchmarks) data to identify opportunities for improvement.



All administrators, teachers, and academic coaches trained to identify the core actions of effective math instruction as outlined in the Math IPG:

- Develop a unified district Math Vision Statement.
- Train administrators on Math IPG and high-quality instructional materials (HQIM).
- Conduct Math Learning Walks using IPG & IPG Data Review.
- Implement monthly Science of Math training for all academic coaches & RTI coaches.



**Adopt and
purchase
high-quality
instructional
materials for Math
Textbook Adoption
in preparation for
implementing new
math standards
2023-24:**

- Implement Math District Team Planning Sessions for adoption, HQIM, new standards, and IPG.
- Attend regional TDOE Math Convenings.
- Hold textbook adoption process:
 - *Obtain textbook curriculum samples from the state-approved list.*
 - *Host open opportunities for review and feedback by all stakeholders on the textbook/HQIM options.*
 - *Make selections of HQIMs based on review and feedback.*
 - *Present selections to School Board for approval.*
- Develop new curriculum guides, pacing, and other instructional resources for 2023-24 and beyond to reflect new standards.
- Provide training on new math standards (statistics modules, crosswalks of old/new standards, and any gap standards) and develop new curriculum guides.



ENSURE POST-SECONDARY SUCCESS BY ALIGNING STUDENT APTITUDE AND INTEREST WITH **ACADEMIC OFFERINGS AND READY-GRADUATE CHOICES**

Middle School students transition into high school selecting courses based on their aptitudes, interests, and future goals:

Students graduate from high school meeting at least one of the Ready Graduate Indicators set by the state of TN:

High School students create realistic plans for successful transitions into post-secondary institutions or the workforce:

Parents of CMCSS students can support their children's development of college and career readiness:

- Implement YouScience aptitude assessment with a 100% completion rate for 8th-grade students.
 - Implement middle school career exploration curriculum.
 - Host 8th-grade Focused Election Group (FEG) frenzy events at feeder high schools.
 - Facilitate registration conversations with 8th-grade students.
 - Host 7th-grade career exploration events.
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- Implement College and Career Readiness (CCR) Activities with fidelity at each school.
 - Expand Greater Together Partnership with partnership data sharing.
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- Implement ACT Prep at every high school with fidelity.
 - Expand Dual Enrollment opportunities to include CTE opportunities and other academic courses.
 - Expand Local Dual Credit opportunities.
-
- Create a series of online informational lessons describing Ready Graduate initiatives and expectations for parents and families of middle school students.
 - Increase awareness for parents and families of seniors on the post-secondary opportunities for which their students qualify.
 - Identify opportunities to engage parents of various subgroups in ways that will be most meaningful and engaging to them.
 - Reevaluate elementary report cards to determine the most appropriate milestones that should be measured and reported.

MAXIMIZE EMPLOYEE CAPACITY

To support student achievement, CMCSS must retain and recruit amazing talent and provide the resources, training, and support to help them grow. Maximizing employee capacity is a critical area, especially with the ongoing workforce challenges.

PROMOTE A RETENTION-FIRST RECRUITMENT STRATEGY

With the significant decline post-COVID, CMCSS will strive to make incremental improvements to meet or exceed pre-COVID retention rates:

- Over the next five years, increase certified retention rates by 2% each year.
- Over the next five years, increase the retention rate for minority teachers by 2% each year to mirror the overall retention rate goals.

Implement and refine the Diversity Mentorship program, which provides a minority mentor to all first-year minority teachers:

- Provide mentors and mentees with resources and support.
- Continue to collect and analyze feedback to refine the program.
- Measure success over the next five years by the minority teacher retention goals.

Monitor and improve teacher fill rate for the first day of school for the next three years:

- Improve the first-day fill rate to 99%, the pre-COVID rate, in the next three years.
- Improve retention efforts and proactive recruitment strategies, including early hiring, to reach this goal.
- Track and compare beginning-of-the-year and mid-year fill rates to identify opportunities for improvement.
- Monitor the number of teachers qualifying for tenure when first eligible.



Improve the substitute program:

- Increase the substitute pool numbers to meet or exceed pre-COVID numbers over the next five years.
- Increase the daily active working substitute percentage and substitute teacher fill rate.
- Provide high-quality professional learning for substitute teachers with the addition of a Substitute Teacher Coach.



ENHANCE WORKPLACE CLIMATE, EMPLOYEE FEEDBACK COLLECTION, AND **EMPLOYEE SATISFACTION**

Improve employee engagement:

- Track the number of employee contacts with the Employee Relations Specialist, reviewing data and resolution rates to improve continuously.
- Implement the “Human Resources Outreach Program” at 100% of school locations.

Continue to increase employee pay and compensation:

- Implement an unprecedented, mid-year 5% raise for all employees and substitutes on a CMCSS pay scale in January 2023.
- In planning the budget for the 2023-2024 school year, CMCSS leaders will strive for the following goals:
 - *Increase the entire certified pay scale so that the starting teacher salary (bachelor’s with 0 years of experience) is above \$46,000, which is three years ahead of the state’s goal to meet that benchmark.*
 - *Increase the classified pay scale and implement market adjustments so that no classified employee makes below \$15 an hour, which is more than double Tennessee’s minimum wage.*
 - *Increase the substitute pay scale so that no substitute makes under \$15 an hour.*
- Annually review employee compensation compared to the market index on like positions in our state.
- Audit and maintain quality and affordable medical insurance for employees.



IMPROVE ONSITE EMPLOYEE HEALTH AND WELLNESS CLINIC FACILITIES AND **CONTINUE TO EXPAND SERVICES**

Improve access to Onsite Employee Health and Wellness Clinics:

- Complete clinic renovations in 2023.
- Increase the number of staff and services.
- Increase the number of monthly clinic visits yearly.

Increase the number of participants and events for the Alive and Well Employee Wellness Program.

- Increase beginning-of-the-year enrollment in the Alive and Well Program by improved and earlier communication and planning.
- Increase the number of in-person classes and challenges with the addition of more fitness instructors.
- Offer more challenges between CMCSS locations to provide wellness incentives and friendly competitions.

EXPAND AND SUPPORT MULTIPLE PATHWAYS INTO THE TEACHING PROFESSION

Increase the percentage of Teacher Residents who complete the apprenticeship program with a license to teach:

- Implement resources for providing 1:1 or small group tutoring for Praxis success.
- Conduct quarterly check-ins with teacher residents on academic status. (Praxis/EdTPA/coursework grades)
- Provide recitation sessions (specific to coursework) for all NSCC and APSU pathways, with the requirement that all three-year TRs must participate during Fall 1 and Fall 2.
- Target supports for individuals who need additional attention.
- Refine feedback collection processes for Teacher Residents with an “exit survey” to gather data on program experience and preparation.



Implement a competency-based evaluation and feedback system for all teacher residents to complete the apprenticeship program:

- Communicate competencies with teacher residents at the beginning of the school year.
- Provide professional development for Multi-Classroom Leaders and mentors on the competencies and feedback, with quarterly PLCs with middle school mentors.
- Schedule site-based visits to provide visibility for residents and mentors and availability to discuss competencies and related topics.



Develop a hub of all Teacher Residency Program documentation for data tracking and documents pertaining to signings/apprenticeship/agreements, Educator Prep Program MOUs, professional development, defined processes, etc

- Collaborate with the Instructional Technology team to develop the hub to house all documentation and resources efficiently.
- Create a master document for middle school Teacher residents, modeled after the elementary document.
- Create progress tracking documents for all cohorts.

INDIVIDUALIZE PROFESSIONAL LEARNING OPPORTUNITIES

Increase awareness of adult learners on available training and their ability to select learning aligned to their needs:

- Collect and analyze data on the use of identified current PLAs and resources.
- Develop a targeted marketing plan for professional learning opportunities through podcasts, newsletters, emails, the professional learning hub, and PLAN.
- Train PLAN developers on the importance of tagging the appropriate alignment of professional learning opportunities.
- Train administrators with tips for locating and sharing learning resources aligned with identified teacher need.

Improve the format and structure of learning opportunities to ensure they are appropriate to meet learner needs:

- Create a process for online course development, deployment, and monitoring.
- Develop a checklist for content developers outlining expectations of high-quality online learning.
- Implement in-person professional learning for all online content developers/license holders.

Increase proactive engagement of teachers in coaching opportunities to improve student learning with technology:

- Provide McRel Balanced Leadership and The Art of Coaching training and exposure to all new Technology Integration Coaches.
- Provide focused exposure to coaching strategies and best practices aligned with the district coaching model.
- Improve Technology Integration Coach school-level planning and feedback processes to ensure coaching opportunities are directly aligned to the specific school and individual teacher needs.
- Collect and analyze data related to current coaching practices to inform depth and frequency goals.



Provide teachers undergoing induction with appropriate support to continue their learning and growth within CMCSS:

Increase tiered learning opportunities available to select classified employee groups to continue their growth and development:

- Collect and analyze Induction data related to retention and turnover of teachers in their first three years.
 - Train CMCSS Job-Embedded Mentors on best practices related to feedback from the Induction Team.
 - Increase targeted and systematic collaboration between district-level and building-level support.
 - Collect and analyze data surrounding the needs of teachers in their third year and teachers seeking alternative certification.
-
- Identify and evaluate learning needs by soliciting feedback from classified staff, principals, and district content leads.
 - Provide access to varied learning opportunities on CMCSS staff development days.
 - Offer at least 100 hours of new tiered individualized courses that target classified staff for professional learning.

IMPROVE EFFICIENCY AND EFFECTIVENESS

In order to improve student achievement and maximize employee capacity, CMCSS must remain focused on continuously improving its efficiency and effectiveness to ensure all stakeholders have the services, resources, and facilities they need to succeed. Through a focus on continuous improvement, synergy, and smart fiscal planning, CMCSS will continue to be good stewards of taxpayer dollars.

ADDRESS SCHOOL CAPACITIES

- Cultivate strong partnerships with Montgomery County Government and Clarksville-Montgomery County Planning officials through the Ad Hoc Joint Land Acquisition Committee to address capacity needs associated with community growth.
- Evaluate and update the CMCSS 10-Year Facility Construction Plan annually with current data and projections.
- Select and acquire land for future school sites.
- Design and construct additional facilities.





PROMOTE SCHOOL SAFETY AND SECURITY

- Implement and continuously refine the CMCSS School Safety Hub to engage all stakeholders in school safety and security.
- Review school security audit scores to identify opportunities for improvement, support, and continued training.
- Refine school- and district-level tabletop trainings to ensure all security teams are prepared in the event of an emergency.
- Increase the number of schools with window film at the front entrances.
- Increase the number of schools that have bollards at pedestrian entrances.

IMPROVE STUDENT HEALTH SERVICES

- Over the next three years, increase the number of students that return to class after clinic visits as measured by yearly clinic visits compared to the number of students that are sent back to class.
- Increase the return rate of student health assessments and emergency medications through improved communications.
- Increase the number of students participating in student wellness screenings yearly, with Student Wellness Screening permissions being part of the electronic student health assessment.



IMPLEMENT TECHNOLOGY SOLUTIONS TO ENHANCE ORGANIZATIONAL EFFICIENCY, SECURITY, AND ACCOUNTABILITY

- Develop student cumulative folder tracking with QR codes.
- Convert Business Affairs services from manual to digital/automatic.
- Develop a comprehensive data warehouse for the Instruction & Curriculum Department.
- Rebuild the network across the District.
- Implement stabilization and security initiatives to keep up with current best practices.
- Improve 1:1 student laptop collection and distribution processes.

IMPROVE STUDENT TRANSPORTATION SERVICES

- Develop and implement technology solutions to streamline the school bus student discipline referral and reporting process.
- Utilize technology to provide stakeholders with real-time school bus route and bus stop feedback.
- Promote increased compensation and incentives to retain and recruit bus drivers, monitors, and aides.

ENHANCE ORGANIZATIONAL EFFECTIVENESS THROUGH INCREASING COLLABORATION ACROSS CENTRAL OFFICE, DEPARTMENTS, AND TEAMS

- Improve internal and external communication and collaboration around interdepartmental and intradepartmental continuous improvement initiatives.
- Refine structures for cross-departmental teams, such as Continuous Improvement Teams and Working Groups, to engage in their work.
- Re-establish the Continuous Improvement Committee as a Department Leadership Team to track policy and procedure updates and support effective internal communication of day-to-day urgencies.
- Establish a quarterly process for cabinet members or cabinet members and direct reports to meet and discuss progress on strategic work.

TRANSITION THE DISTRICT TO ISO 21001:2018

- Develop and refine current continuous improvement policies and procedures to transition from the ISO 9001:2015 to the ISO 21001:2018 standard.
- Finalize a third-party certification partner agreement.
- Pursue and receive ISO 21001:2018 certification by the end of 2023.
- Maintain ISO 21001:2018 certification through yearly surveillance audits and regular recertification audits as required.

ENGAGE THE PUBLIC IN SUPPORT OF STUDENT ACHIEVEMENT

The students, faculty, staff, and administrators of CMCSS need and deserve the collective efficacy of the entire Clarksville-Montgomery County community, rallying together in the shared belief that all students in our community can and will graduate college and career ready. Whether it is time, talent, or treasure, every community member can play a vital role in student success.

PROMOTE CONSISTENT, MEANINGFUL PARENT AND COMMUNITY ENGAGEMENT OPPORTUNITIES ACROSS THE DISTRICT

- Empower school leaders to use communication and marketing best practices to reach all families.
- Improve parent and family engagement resources, training, and support for schools.
- Increase parent and family satisfaction with school and district-level communication as measured by incremental improvements to associated items on bi-annual surveys.
- Implement the CMCSS Family Engagement Pilot with around 10% of schools to research best practices, develop school-based family engagement strategies and structures, and collaborate and share resources to take family engagement to the next level.



REFINE STAKEHOLDER FEEDBACK, COMMUNICATION, AND ENGAGEMENT OPPORTUNITIES

- Develop and implement a district-wide, school-level social media structure through Meta Business Suite to improve consistent social media engagement and safety across CMCSS.
- Dispatch a bi-monthly district-level parent and family newsletter to share important information and topics of common interest.
- Enhance stakeholder feedback processes through increased response rates, improved data reporting methods, and the reimplementing of focus groups.
- Improve resources for new-to-CMCSS families, including streamlined district and school-level welcome packets and increased marketing efforts.
- Refine the district and school-level websites.

ESTABLISH A COMPREHENSIVE MARKETING AND DEVELOPMENT PLAN FOR THE CLARKSVILLE-MONTGOMERY COUNTY EDUCATION FOUNDATION

- Develop and implement a 5-year strategic blueprint for the Clarksville-Montgomery County Education Foundation in collaboration with the CMCEF Board and the Center of Nonprofit Management.
- Focus on continued efforts for the CMCEF to become a million-dollar nonprofit to support the students and educators of CMCSS.





CLARKSVILLE MONTGOMERY COUNTY SCHOOL SYSTEM
