



Annual Action Plan

2023-2024

INTRODUCTION

In 2019, the Knox County Board of Education (KCBOE) adopted a five-year strategic plan to increase student achievement, eliminate disparities, and create a positive culture. The Knox County Schools (KCS) **Annual Action Plan** translates these long-range goals into meaningful and achievable one-year objectives. In doing so, the KCS Annual Action Plan serves as a one-year roadmap for accelerating student learning and increasing academic achievement.

Organized into five sections—**Excellence in Foundational Skills**, **Great Educators in Every School**, **Career Empowerment & Preparation**, **Success for Every Student**, and **Leadership of the District**—the Annual Action Plan establishes fifteen core actions and a series of measurable and milestone objectives designed to improve student outcomes over the course of the 2023-24 school year.

Core actions defined within the Annual Action Plan aligns to one or more of the nine long-range goals established in the KCBOE Strategic Plan and are supported by two or more target objectives. Each objective establishes either an important milestone¹ achievement or an ambitious but achievable measurable² outcome for the 2023-24 school year.

In October of each year, the Knox County Board of Education will review and adopt a new Annual Action Plan. Once adopted, the Annual Action Plan will serve as the basis for the work conducted throughout the district in a given school year.



Knox County Board of Education Strategic Plan Goals:

1. Increase Student Achievement	2. Eliminate Disparities	3. Create a Positive Culture
A. Increase reading proficiency	A. Provide student supports	A. Exceptional place to work and learn
B. Increase math proficiency	B. Narrow achievement gaps	B. Effective communication
C. Increase rate of ready graduates	C. Improve student access	C. Strong fiscal management

Definitions:

¹ **Milestone objectives:** target objectives defined by the successful or unsuccessful completion of a specified task or undertaking

² **Measurable objectives:** target objectives capable of quantifiable, year-over-year monitoring

1. Action: Enhance instruction through the development of deep content knowledge in ELA educators.

Objectives	Alignment to Strategic Plan:
A. Increase 3rd grade proficiency ³ rates on TCAP by 1.9%.	1a, 1c, 2b
B. Decrease percent of 3rd graders performing below the 40th percentile on Aimsweb ⁴ by 1.5%.	

2. Action: Enhance instruction through the development of deep content knowledge in math educators.

Objectives	Alignment to Strategic Plan:
A. Increase Algebra I proficiency ³ rates by 2.5%.	1b, 1c, 2b
B. Increase math proficiency ³ for 6th-8th graders by 1.9%.	

3. Action: Concentrate resources to ensure highly effective reading and writing strategies are being implemented in every ELA classroom districtwide.

Objectives	Alignment to Strategic Plan:
A. Increase ELA proficiency ³ for 3rd-8th grade by 1.9%.	1a, 1c, 2b
B. Decrease percent of students performing below the 40 th percentile on Aimsweb ¹ by 1.1%.	

Definitions:

³ **Proficiency:** performance demonstrates that the student has a comprehensive understanding and has a thorough ability to apply the grade/course-level knowledge and skills defined by the Tennessee Academic Standards

⁴ **Aimsweb:** RTI² universal screener that assesses each student's foundational reading skills

1. Action: Establish innovative strategies to position highly qualified educators in every classroom.

Objectives	Alignment to Strategic Plan:
A. Increase enrollment in EPP5 by 10%.	2a, 3a
B. Increase enrollment in district-supported teacher pathways ⁶ by 15%.	
C. Increase the number of external applicants for teaching positions by 5%.	

2. Action: Recruit and retain highly effective teachers in areas of greatest need.

Objectives	Alignment to Strategic Plan:
A. Increase retention of highly effective teachers ⁷ by 2%.	2a, 3a
B. Increase teacher compensation by 4%.	
C. Increase percent of teachers of color by 5%.	

3. Action: Create opportunities for educators to grow professionally and to receive exposure to leadership development.

Objectives	Alignment to Strategic Plan:
A. Develop an intentional framework for district-led professional development based on student data and district and school improvement plans.	2a, 3a
B. Invest in high quality training and leadership development opportunities for school leaders and central office administrators.	
C. Leverage input and feedback from Regional Teacher Councils to improve and enhance professional development opportunities and district-level support.	

Definitions:

⁵ **Education Prep Provider (EPP):** post-secondary institution approved by the Tennessee State Board of Education to train students to become certified teachers

⁶ **District-supported teacher pathways:** A pathway that KCS supports either through investments in program cost or mentor stipends (for example: Occupational Apprenticeship, Job-embedded, Grow Your Own pathways)

⁷ **Highly effective teacher:** a teacher who receives a 4 or higher on their annual TIGER Evaluation (Teacher Instructional Growth for Effectiveness and Results)

- Action: Reimagine systems and structures to ensure all students have access to college and career opportunities and are prepared for success after graduation.**

Objectives	Alignment to Strategic Plan:
A. Increase the number of high schools engaged in the 865 Academies to 14.	1c, 2b, 2c
B. Develop a consistent implementation model for secondary counseling centered on preparing students for success in college or career.	
C. Increase the percent of students who have completed an aptitude assessment to 90% in middle school and 90% in 9 th grade.	

- Action: Advance local business, post-secondary, and nonprofit partnerships for all schools.**

Objectives	Alignment to Strategic Plan:
A. Enhance and strengthen district-wide committees of business, post-secondary, and non-profit leaders to support schools.	2a, 2b, 2c, 3a, 3b
B. Establish a strategic framework through which businesses and community organizations or institutions can effectively support schools and major district initiatives.	

- Action: Create meaningful industry and post-secondary experiences to instill students with the 865Ready Portrait of a Graduate characteristics: lifelong learner, effective communicator, collaborative teammate, creative problem-solver, and community-minded citizen.**

Objectives	Alignment to Strategic Plan:
A. Increase the percent of students enrolled in EPSOs ⁸ by 1.2%.	1c, 2a, 2b, 2c
B. Create a catalog of high-quality college and career exposure opportunities for elementary and middle school students.	
C. Increase ready graduate rate ⁹ by 1.8%.	

Definitions:

⁸ **EPSOs:** Early Post-Secondary Opportunity, such as Advanced Placement (AP), Cambridge International Examinations, College Level Examination Program (CLEP), Dual Enrollment, International Baccalaureate (IB), or Student Industry Certification

⁹ **Ready graduate:** metric used by the State of Tennessee Department of Education to denote a high school graduate's "readiness" for future success. Ready graduates are students who meet at least one of the following criteria: ACT composite of 21 or higher (SAT 1060 or higher); four Early Post-Secondary Opportunities (EPSOs); two EPSOs and pass an industry certification; or two EPSOs and earn a qualifying score on the ASVAB (military entrance exam)

1. Action: Implement plans to address achievement gaps for underperforming student groups.

Objectives	Alignment to Strategic Plan:
A. Increase math achievement among state identified groups ¹⁰ by 2.7%.	1a, 1b, 2a, 2b
B. Increase ELA achievement among state identified groups ⁹ by 2.6%.	

2. Action: Enhance processes to address mental health obstacles and challenges.

Objectives	Alignment to Strategic Plan:
A. Establish a process to leverage Whole Child Support Team data to identify trends and deploy school-specific supports.	2a, 2b, 2c
B. Decrease chronic absenteeism by 2.0%.	

3. Action: Execute Year One strategies established in the Region 5 Strategic Plan.

Objectives	Alignment to Strategic Plan:
A. Strategically leverage community partnerships to support the needs of students and families in Region 5.	1a, 1b, 2a, 2b, 2c
B. Increase 3 rd grade ELA proficiency ³ in Region 5 by 2.5%.	
C. Increase 8 th grade math proficiency ³ in Region 5 by 2.7%.	

Definitions:

¹⁰ **State identified groups:** traditionally underserved student groups consisting of ELL, special education, economically disadvantaged, and students of color

1. Action: Maintain effective communication with the Board, staff, families, and other key stakeholders.

Objectives	Alignment to Strategic Plan:
A. Establish effective systems and structures to improve families' access to district information, resources, and supports.	3a, 3b
B. Maintain strategic relationships with key officials (Board, mayors, community leaders and organizations, etc.).	
C. Leverage multiple channels of communication to enhance awareness of district work priorities and mission among internal and external stakeholders.	

2. Action: Leverage channels of community input to support the district's four priorities.

Objectives	Alignment to Strategic Plan:
A. Enhance and strengthen district-wide committees of business, post-secondary, and non-profit leaders to support schools.	3a, 3b
B. Establish a strategic framework through which businesses and community organizations or institutions can effectively support schools and major district initiatives.	
C. Collaborate with districtwide councils (CASL, CEO Champions, etc.) to enhance engagement and forward district priorities.	

3. Action: Maximize the budget by aligning work and resources around the four district priorities.

Objectives	Alignment to Strategic Plan:
A. Develop an annual Return on Investment and comprehensive financial status report to monitor effectiveness of pilot and major-dollar initiatives.	3a, 3b, 3c
B. Complete a comprehensive facility assessment and salary study to inform development of the annual budget.	