



Plan Timeline

Building On Strength
Excellence
For All Children

Knox County Schools Strategic Plan Timelines

GOAL 1: Focus on the Student

Objective I: High Expectations and Academic Rigor

		YR1	YR2	YR3	YR4	YR5
High Expectations for All Students						
1	Embrace rigorous academic standards and universally high expectations	√				
2	Continue to embrace and reinforce high expectations		√	√	√	√
3	Provide the Support to meet those expectations: <ul style="list-style-type: none"> • Staff development – focus on content mastery and methods of delivery (see <i>High Quality Instruction</i>) • Personalize education – individualize student planning and provide differentiated instruction • Incorporate high expectations into collaborative planning time and activities • Monitor data • Support for parent engagement • High level of student engagement through relevance and real world applications 	√	√	√	√	√
4	Communicate and reinforce high expectations to all stakeholders, including students, families, teachers, administrators, and the community	√	√	√	√	√
5	Develop professional development experiences for teachers in cultural competency		√			
Special Education						
1	Staff collaboration: All special education teachers to participate in system-wide staff development in content areas	√				
2	Begin to expand inclusion of students with disabilities into general education settings where appropriate	√				
3	Continue to expand inclusion of students with disabilities into general education settings where appropriate		√	√	√	√
Student Advancement Based on Mastery						
1	Examine the viability of developing promotion standards for entering 9 th grade			√		
2	Examine the viability of developing promotion standards for all transition grades					√
Relationships						
1	Expand the student advisory model at the high school level	√				
2	Determine strategies to better leverage school counselors and other support personnel	√				
3	More fully integrate social workers into the student support infrastructure	√				
4	Pilot two schools with graduation coaches		√			
5	Examine the efficacy of the Small Learning Community (SLC) / academy model at the high school level		√			
6	Evaluate effectiveness of graduation coaches			√		
7	Ensure implementation of some form of a high quality student advisory model at all high schools			√		

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		YR1	YR2	YR3	YR4	YR5
8	Adapt the student advisory model to Middle School and pilot in a small number of middle schools			√		
9	Expand the SLC model to more high schools if the outcome data supports the model			√		
Literacy and STEM						
1	Report on the outcomes seen in the first three years of the <i>Excellence through Literacy</i> program	√				
2	Make appropriate adjustments to literacy strategies as a result of literacy support	√				
3	Reduce student enrollment in Language! as reading will be embedded in all content areas					√
4	Redirect funding for Language! toward strategies ensuring that every student is a proficient reader by grade 3, and remains on grade level through their school career					√
5	Feasibility report for Magnet Technology High School (due Fall 2009)	√				
6	Work with Vols4STEM to develop a deployment plan to effectively and productively utilize their members	√				
7	Open the Magnet Technology High Schools (Fall 2010)		√			
8	Develop strategy and resources to brand KCS as a STEM district			√		
High Quality Career and Technical Education (CTE)						
1	Develop 3-5 year department plan for the future of CTE in Knox County	√				
2	Examine the feasibility and value of pursuing a CTE charter or magnet high school concept	√				
3	Develop a proposal and implementation plan for CTE charter or magnet high school, if deemed feasible and valuable		√			
4	Expand use of KeyTrain in high schools		√			
5	Open CTE charter or magnet school, if deemed feasible and valuable				√	
Refine Curriculum Tools and Create Common Assessments						
1	Organize Pre-K through 8 curricula in a single, clear format and structure; and post on the KCS website	√				
2	Develop technical and substantive capacity to support a portfolio of formative assessments, including required periodic district-wide formative assessments	√				
3	Develop common assessments for Math, Reading, and Language Arts		√			
4	Implement district-wide Math benchmarks		√			
5	Ensure that technology systems are in place to support common assessments, particularly a robust question bank linked to standards and SPIs, the expeditious availability of assessment results, and tools to analyze the data		√			
6	Implement common assessments for Math, Reading, and Language Arts			√		
7	Develop common assessments for all other subject areas			√		

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Objective II – Individual Student Learning

		YR1	YR2	YR3	YR4	YR5
Individual Learning Plans for Middle and High School Students						
1	All 8 th graders are required to complete a 4-year plan	√				
2	Determine how the ILP process will be managed and supported	√				
3	Convene a working group on support for students during transition grades		√			
4	All 9 th and 10 th graders will have an ILP		√			
5	All 9 th , 10 th , and 11 th graders will have an ILP			√		
6	Begin to work with 5 th graders to develop a 3-year plan for middle school			√		
7	All 9 th – 12 th graders will have an ILP				√	
“Success Card” Report for all Secondary Students						
1	Develop the format and data to be present in each “success card” report	√				
2	Address access issues and communication strategies associated with “success card” reports	√				
3	Roll out “success card” reports, and begin to use in counseling students and parents		√			
4	Communicate with and train teachers and parents about the function and use of the success reports		√			
Establish Multiple Pathways and Strategies to Success						
1	Examine the TAG program in terms of efficacy, philosophy and results; make recommendations for improvement;	√				
2	Discontinue the evening middle alternative school, and replace it with an alternative middle school day program	√				
3	Expand AP offerings, and strongly encourage all students to participate in AP and/or dual credit	√				
4	Phased Implementation of TAG program revision begins		√			
5	Continue to assess the landscape of alternative education offerings and needs in the KCS		√			
6	Expand AVID as an option in middle and high schools		√			
7	TAG program revision and implementation complete			√		
8	Establish an elementary alternative program at multiple sites			√		
9	Explore expanding TAG program to middle school					√
Develop the Whole Child						
1	Identify character building programs in use and evaluate their impact	√				
2	Maintain and reinforce the KCS commitment to music and the arts	√	√	√	√	√
3	Maintain and reinforce the KCS commitment to extra- and co-curricular activities such as athletics and JROTC	√	√	√	√	√

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		YR1	YR2	YR3	YR4	YR5
4	Begin to build capacity to offer world languages as elective offerings in middle schools		√			
5	Examine the feasibility of employing additional behavior liaisons			√		
6	Offer world languages as elective offerings in several middle schools			√		
7	If feasible, offer world languages as elective offerings in all middle schools				√	
Academic Interventions and Supports						
1	Ensure that RTI is being implemented effectively and with fidelity in each elementary school	√				
2	Identify and examine the entire portfolio of interventions being offered and/or utilized across the school district, so as to maximize positive impact and minimize redundancy and ineffectiveness		√			
Early Warning System						
1	Identify the early indicators of students at risk of dropping out	√				
2	Develop an early warning data system that identifies students at risk of dropping out		√			
3	Integrate early warning system into the Education Management Information System (data warehouse)		√			

Objective III: Aligning Supports in High Needs Schools

Supports High Needs Schools						
1	Evaluate how we align supports for high needs schools	√				
2	Hold regular public forums among the urban school communities	√				
3	Re-examine the Urban Schools organizational structure	√				
4	Form a magnet schools work group to determine if and how magnet schools are supporting the system's goals, and how to enhance and improve our magnet schools program	√				
5	Develop a system and process of productive communication between partners (ie Project GRAD, Full-Service Schools, UT, et al) and the district		√			
6	Evaluate the return on all funds and supplemental services provided through Title I, Project GRAD, and Full-Service Schools			√		

Objective IV: Strong Student Supports and Services

Build a Comprehensive System of Services to all Students						
1	Enhance coordination with all health and medical service providers who serve KCS students	√				
2	Align and consolidate the reporting lines and organizational structures associated with various student support services programs and departments	√				
3	Continue to modernize and enhance the efficiency of our School Nutrition program in providing healthy meals and important nutrition information	√				

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GOAL 1: Focus on the Student

		YR1	YR2	YR3	YR4	YR5
4	Develop or strengthen policies, procedures and informational tools that encourage students, parents and employees to embrace wellness and make healthy choices		√			
5	Identify a means to track all student support services provided to students, and their impact and cost			√		
English Language Learners (ELL)						
1	Build infrastructure to meet new requirements of providing one hour of direct instruction every day to ELL students	√				
2	Work with higher education providers to train teachers and certify a cohort in ESL	√				
3	Implement new ELL instructional requirements beginning in the fall of 2010		√			

Objective V: Strong Foundations

Birth to Kindergarten, Maintain Pre-K, Kindergarten Intervention						
1	Transition Kindergarten Intervention from the Great Schools Partnership budget to the Knox County Schools General Fund budget	√				
2	Examine academic results for students who have benefited from Birth to Kindergarten, the Pre-K program, and Kindergarten intervention		√			
3	Work with the Trustees of the Great Schools Partnership to determine future direction of Birth to Kindergarten, given limited funding		√	√	√	√

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GOAL 2: Effective Educators

Objective 1: Strong Leadership at Each School

		YR1	YR2	YR3	YR4	YR5
Create a Pipeline of Talent for the Principalship						
1	Identify and articulate the skills that principals and assistant principals need to be effective instructional leaders (refer to the work of Dr Robert Marzano)	√				
2	Expand and build upon the success of the Principal Assessment Center	√				
3	Develop a high quality “Leadership Academy” principal preparation program with a higher education partner	√				
4	Review compensation structure for principals	√				
5	Sign articulation agreements with University principal preparation programs that will recognize research-based best practices and the needs of the Knox County Schools	√				
6	Identify the first cohort of principal candidates for the Leadership Academy, and begin their leadership development experience		√			
7	Propose a revised principal compensation structure		√			
Support and Professional Development for Principals						
1	Expand and improve the professional development and support opportunities available to current principals	√	√	√	√	√
Evaluate Principal Performance						
1	Restructure the principal evaluation protocol based on school leadership research	√				
2	Integrate school leadership research more fully into the Principal Performance Contract process	√				

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GOAL 2: Effective Educators

Objective II: High Quality Instruction

		YR1	YR2	YR3	YR4	YR5
Build a Teacher Pipeline						
1	Evaluate the efficacy of the current teacher recruiting processes	√				
2	Design, develop, and implement pipelines for principals, teachers, and central office staff	√				
3	Examine creative ways to increase teacher compensation that are aligned with our student achievement goals		√			
4	Evaluate impact of incentives provided to teachers on retention and student achievement outcomes		√			
5	Assess the current teacher pipeline, and what steps can be taken to enhance its effectiveness		√			
6	Examine results from the Talent Transfer Initiative			√		
Streamline Teacher Preparation and Induction Processes						
1	Evaluate current preparation and induction support provided to teachers	√				
2	Gather input from teachers on the induction process by providing systematic and periodic opportunities for feedback	√				
Improve Teacher Evaluation, Retention, and Promotion Practices						
1	Re-educate administrators in the current evaluation rubric to ensure consistent application	√				
2	Ensure that principals give proper weight and consideration to the tenure decision	√				
3	Appoint a task force to recommend changes to the teacher performance evaluation instrument and process, based on research-based exemplars, such as the TAP rubric		√			
Teacher Collaboration and Leadership						
1	Continue to build capacity at each school for productive Professional Learning Communities (PLCs)	√				
2	Develop a rubric to evaluate the viability of PLCs in each school	√				
3	Enhance principal expertise in PLCs through professional development	√	√	√		
4	Continue to pilot and measure TAP activity and outcomes in four pilot schools, and explore ways to expand the successful components of the program	√				
5	Explore potential of having collaborative time during the school day system-wide		√			
6	Encourage and build systems to support district-wide collaboration			√		

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GOAL 2: Effective Educators

Objective III: Providing Support for Teachers

		YR1	YR2	YR3	YR4	YR5
Effective Professional Development Activities						
1	Ensure professional development opportunities are offered only if they support district goals	√				
2	Provide cognitive coaching training for all supervisors and content coaches		√			
3	Load professional development data into the EMIS (data warehouse) and begin to evaluate the effects of professional develop activities on student achievement, where possible			√		
4	Cognitive coaching training is expanded to all administrators			√	√	
Distribute Instructional Resources Equitably						
1	Develop a comprehensive and equitable deployment plan for Curriculum and Instruction Facilitators (CIFs) and instructional coaches	√				
2	Complete an inventory of tools and resources available to teachers, including library/media resources and technology		√			
3	Develop a proposal for equitable allocation of instructional resources			√		

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GOAL 3: Engaged Parents and Community

Objective I: Engage Parents and Our Community in Education

		YR1	YR2	YR3	YR4	YR5
Build Family Educational Efficacy						
Fully Implement Family Friendly Schools District-wide						
Communicate More Effectively with Parents and the Community						
1	Establish a comprehensive system-wide professional development initiative to fully educate staff and administrators in the tenets of the <i>Family Friendly Schools</i> culture and processes	√				
2	Establish a district-wide Family and Community Engagement function to coordinate and lead our family engagement efforts	√				
3	Evaluate and further develop the effectiveness of current modes of school-to-home and home-to-school communication to general population (district and school levels)	√				
4	Evaluate and further develop the effectiveness of current modes of school-to-home and home-to-school communication to ELL and other diverse families (district and school levels)	√				
5	Increase number of direct and personally relevant parent contacts related to student academic and social achievement, and parent/school collaboration on both the district and school levels	√				
6	Update the K-8 Steps guide for parents to include new standards and specific information about transitions	√				
7	Develop ongoing opportunities to share techniques to improve <u>at-home learning</u>		√			
8	Develop ongoing opportunities to share techniques and tools to help interested parents <u>balance</u> competing responsibilities with children's academic support needs		√			
9	Provide families with ongoing opportunities to exchange educational and parenting ideas, challenges, and solutions		√			
10	Develop ongoing opportunities for ELL families to increase their English language skills		√			
11	Develop a guide for parents to understand the high school program and academic requirements, transitions, and other information related to their child's academic success		√			
12	Centrally administer the third family engagement survey to receive a statistically valid sample for each school in Knox County		√			
13	Reach out to stakeholders to identify new and effective ways of communicating with them			√		
14	Provide opportunities to share techniques to improve <u>at-home learning</u>			√		
15	Provide opportunities to share techniques and tools to help interested parents <u>balance</u> competing responsibilities with children's academic support needs			√		
16	Provide opportunities for ELL families to increase their English language skills			√		
17	Provide opportunities for parents and community leaders to "experience" staff perspectives and daily activities in the school setting				√	
Develop a System to Broadly Identify and Coordinate Volunteer Opportunities						
1	Explore the viability and implementation of a centralized volunteer coordination system	√				

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GOAL 3: Engaged Parents and Community

		YR1	YR2	YR3	YR4	YR5
2	Report on viability of a centralized volunteer system and make recommendations as to how to proceed		√			
3	Determine how to account for and identify the impact of current volunteer contributions and activities (PIE and non-PIE partners), including hours worked, funding, and in-kind contributions			√		
4	Conduct a community resource needs assessment at each school, including human and other resources to best support in-school and after-school programs				√	
5	Determine the gap between the level of community support and what each school needs				√	

Objective II: Create and Embrace Meaningful Partnerships

Restructure the Great Schools Partnership as a Local Education Fund						
1	Work with the Annenberg Institute to make necessary structural changes to transform the GSP into an LEF	√				
2	Recruit and hire an executive director	√				
3	Identify sources of and obtain private funding		√			
4	Develop a strategic direction for the GSP, aligned with the KCS plan		√			
Build Family Capacity Using Social Service Partnerships						
1	Evaluate effectiveness of existing student support services and further develop the effectiveness of these services	√				
2	Examine the role and function of community schools concept and how this could apply to the Knox County Schools		√			
3	Based on an examination of community schools in year two – potentially pilot a community school process at diverse sites within the school system			√		
4	Determine the current social services needs of families and identify potential partners/services if the district's current services cannot accommodate the identified needs			√		
5	Evaluate the community schools pilot and determine if expansion is warranted					√
Coordinate Focused District Partnerships						
1	Capture complete data on partnerships within the school system to include those that exist outside the traditional Partners in Education Program Explore the need and focus for new partnerships	√				
2	Assess existing partnerships for educational impact		√			
3	Reinstitute the Principal for a Day Program		√			
4	Implement a process to ensure partnerships have established and measurable educational goals			√		
5	Continually assess partnership roles and effectiveness			√	√	√

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GOAL 4: Infrastructure – Enabling Student Learning

Objective I: Consistently Focus on Operational Efficiency and Professionalism

		YR1	YR2	YR3	YR4	YR5
Organizational Structure: Reorganize Functions for Greater Productivity and Efficiency						
1	Evaluate and refine the district’s current organizational structure	√				
2	Determine which Central Office functions to continue, restructure, consolidate, or eliminate		√			
Restructure Human Resources to Maximize Efficiency and Provide a High Level of Professional Support						
1	Improve coordination between HR, benefits administration, and the employee compensation functions	√				
2	Automate teacher information reporting to the state	√				
3	Hold quarterly meetings with HR professionals in the area to better understand industry best practice	√	√	√		
4	Install an automated substitute teacher deployment system for 2009-10	√				
5	Transition the manual distribution of employee contracts to electronic production and distribution	√				
6	Consider streamlining and improving the teacher transfer process		√			
7	Examine the value of a video system for long distance interviews of job candidates		√			
8	Deploy an automated substitute system for the entire management of staff and employee information		√			
9	Conduct a comprehensive process audit that examines each HR process for efficiency and value added		√			
10	Review all employee policies			√		
11	Develop technologies and systems to automate all core HR functions			√		
12	Transition to paperless personnel files				√	
13	Analyze opportunities to shorten all HR process cycle times				√	
14	Create opportunities to systematically recognize the successes and accomplishments of all employees				√	√
Focus on Customer Service						
1	Research options for a customer service management system		√			
2	Compile information on current and potential avenues for stakeholder voice to be heard			√		
Listen to the Students						
1	Identify ways to systematically and regularly solicit feedback from a diverse cross-section of students			√		
Make the Transportation System Efficient, Community Friendly, and Strategically Sound						
1	Create a system to notify families when there is a change to a student’s bus, route, or stop	√				
2	Enhance automated transportation management systems for greater efficiency		√			
3	Examine and potentially refine transportation policies and procedures,		√			

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GOAL 4: Infrastructure – Enabling Student Learning

	particularly those that intersect with student achievement					
		YR1	YR2	YR3	YR4	YR5
4	Develop a system of real-time alerts to families when transportation delays occur			√		

Objective II: Provide an Instructional Setting Where All Students are Encouraged to Learn

Provide a Safe and Secure Environment for Students and Employees						
1	Maintain relationships and communications with community and government agencies to keep students and staff safe	√	√	√	√	√
2	Continue to implement the recommendations of Knox County Schools Safety and Security Committee	√	√	√	√	√
Create a 21 st Century Learning Environment						
1	Identify best practices and creative ideas for instructional technology to be used in the classroom	√				
2	Provide expanded opportunities for teachers and students to take advantage of on-line learning and video conferencing		√			
3	Job-embedded professional development will be provided on using technology as a learning tool			√		
Develop a Strategically-Focused Technology Plan						
1	Develop a technology plan that addresses how we will utilize technology as a district and how we will support student learning through technology	√				
2	Implement Electronic Board Agenda Application to allow for online school board attachments and documentation	√				
3	Institute four technology coaches district-wide	√				
4	Continue transformation to a technology coaching support model		√			
5	Develop a hardware replacement cycle for the next five years			√		
6	Continue transformation to a technology coaching support model			√		
Build Capacity to Assess and Analyze Facilities						
1	Revitalize the PEFA partnership to increase analytic capacity regarding enrollment and facilities	√				
2	Develop an unused facilities disposition plan		√			
3	Develop a comprehensive energy efficiency long-term master plan			√		

Objective III: Transform Data into Actionable Knowledge

School Level Cost Management						
1	Fully implement the provisions of the Principal Accountability Act	√				
2	Refine and improve the school resource allocation methodology developed for FY2010	√	√			
3	Build a model for analyzing the allocation of resources to individual schools and their operating efficiency			√		

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GOAL 4: Infrastructure – Enabling Student Learning

		YR1	YR2	YR3	YR4	YR5
4	Employ cost-center accounting district-wide				√	
Build an Education Management Information System (Data Warehouse)						
1	Roll out the EMIS (data warehouse) tool to school personnel	√				
2	Load four years of data into the data warehouse including: core demographics, high stakes assessments, programs, course grades, GPA, student mobility, special education, formative assessments, teacher attendance, teacher certification, and school level financials	√				
3	Load assessment data (strand detail), teacher professional development, teacher mobility, and financial data (valuation of community support)		√			
4	Load extracurricular activities, transportation data, and financial data by program level			√		
5	Load library services and financial data by grade and course level				√	
Develop the Knowledge to Manage a Dynamic Student Population						
1	Establish a district-wide Enrollment Management function	√				
2	Develop and refine methodologies and systems for projecting and managing student enrollment		√			
3	Develop and implement a comprehensive instructional program evaluation system			√		
4	Develop a model for evaluating program effectiveness		√			