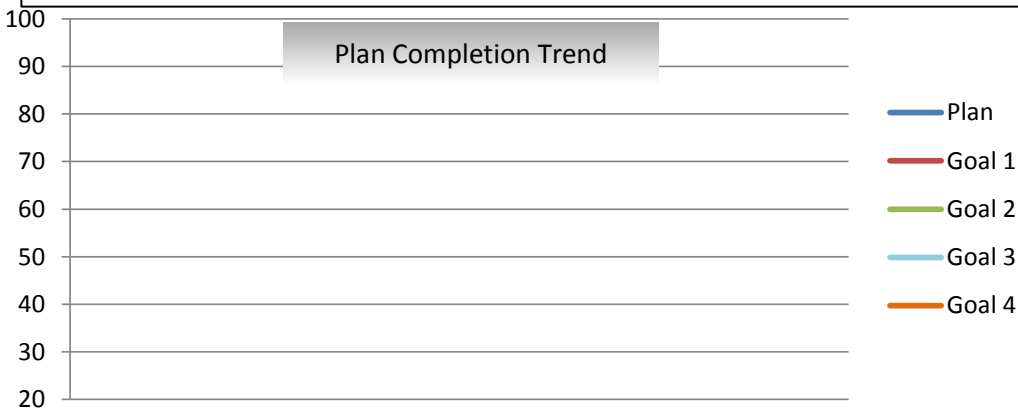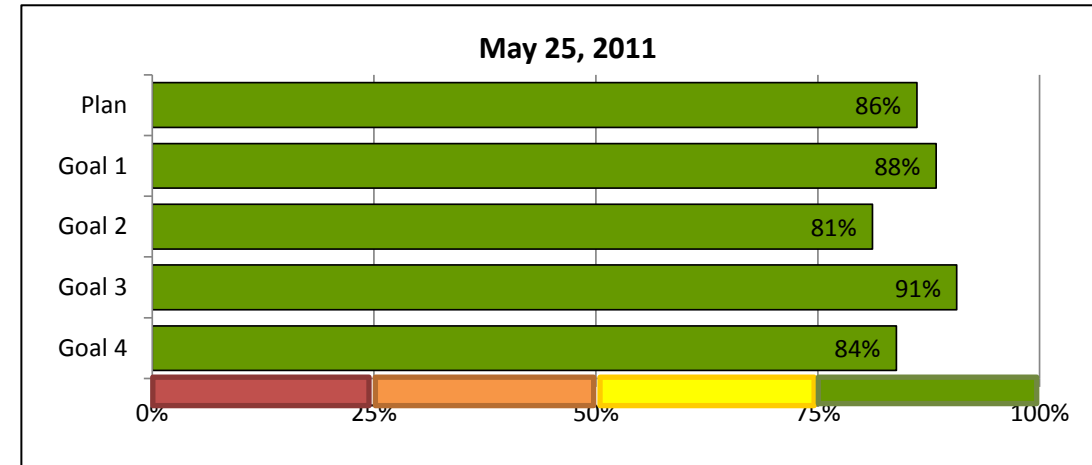# Knox County Schools Strategic Plan Status
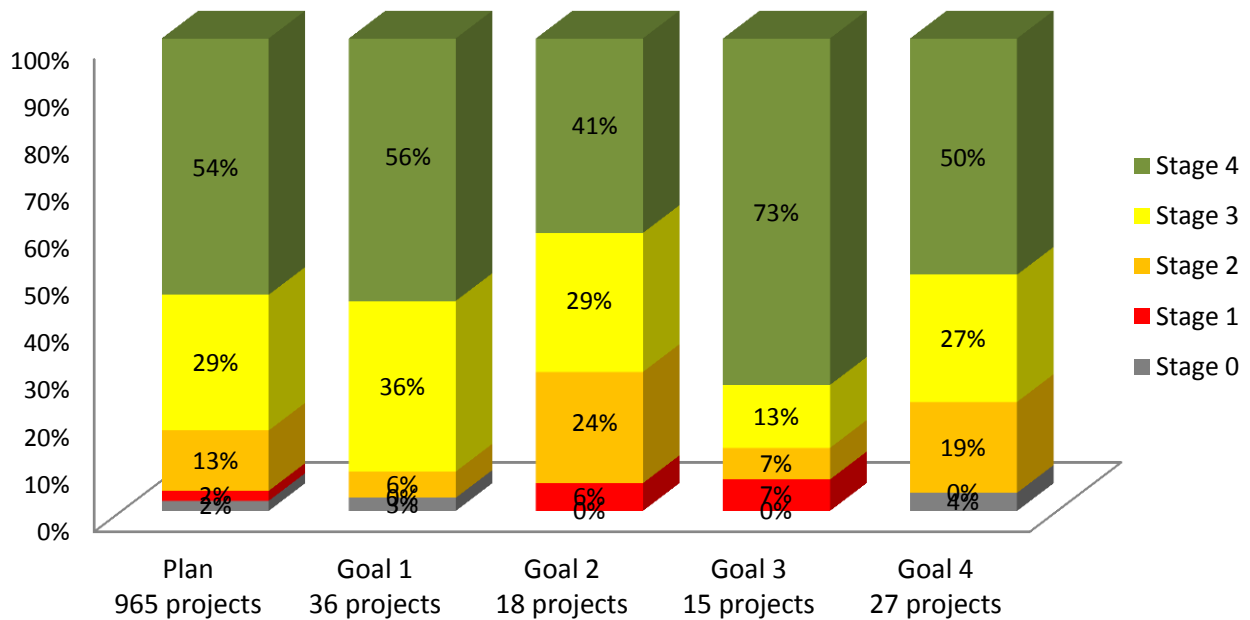## Building On Strength - Excellence For All Children

Completion Status of Year 2 Plan Goals

May 25, 2011

Goal	Completion
Plan	86%
Goal 1	88%
Goal 2	81%
Goal 3	91%
Goal 4	84%

0%   25%   50%   75%   100%

Plan Completion Trend

- Plan
- Goal 1
- Goal 2
- Goal 3
- Goal 4

Completion Status of Goal Projects

Stage	Plan 965 projects	Goal 1 36 projects	Goal 2 18 projects	Goal 3 15 projects	Goal 4 27 projects
Stage 4	54%	56%	41%	73%	50%
Stage 3	29%	36%	29%	13%	27%
Stage 2	13%	6%	24%	7%	19%
Stage 1	2%	0%	6%	7%	0%
Stage 0	2%	3%	0%	0%	4%

Goal 1 Focus On The Student   **Team Leader: Donna Wright, Assistant Superintendent for Curriculum and Instruction**

KCS Strategic Plan

Team Leader Goal Progress Report

	Stage 0	Stage 1	Stage 2	Stage 3	Stage 4
	Assign	Initiate	Assess	Design	Install
	1. Team Leader assigned	1. Clearly define initiative	1. Identify resources	1. Define measures	1. Proposals submitted
	2. Members assigned	2. Define issues	2. Gather information	2. Draft proposals	2. Findings reported
		3. Define information needed	3. Analyze information	- program recommendations	3. Program/Funding approved
		4. Assign roles and responsibilities	4. Define objectives	- policy recommendations	4. Program/Training implemented
		5. Establish meeting schedule	5. Prioritize objectives	- funding recommendations	5. Org structure changed
	✓		6. Create timeline	3. Draft documentation	6. Roll out commenced

Key Dates:

		Stage 0	Stage 1	Stage 2	Stage 3	Stage 4	Notes
High Expectations and Academic Rigor							
1.1.2	Continue to embrace and reinforce high expectations.	✓	✓	✓	✓	✓	Non-negotiables, instructional strategies
1.1.3	Provide the support to meet those expectations.	✓	✓	✓	✓		Marzano's "Nine"; District workshops to support
1.1.4	Communicate and reinforce high expectations to all stakeholders, including students, families, teachers, administrators, and the community.	✓	✓	✓	✓		Developing the implementation of a communication plan thru academic team meetings; coordinating with family engagement
1.1.5	Develop professional development experiences for teachers in cultural competency.	✓	✓	✓	✓	✓	Documentation since 2005/ substantial increase in scheduled programming
Special Education							
1.2.3	Continue to expand inclusion of students with disabilities into general education settings where appropriate.	✓	✓	✓	✓	✓	Inclusion expansion continues
Relationships							
1.4.4	Pilot two schools with graduation coaches.	✓	✓	✓	✓	✓	Completed beyond the initial two high schools (Title I funding)
1.4.5	Examine the efficacy of the Small Learning Community (SLC) / academy model at the high school level.	✓	✓	✓	✓	✓	Rethink language (efficacy)--evaluate efficacy of SLC/Academy models
Literacy and STEM							
1.5.1	Report on the outcomes seen in the first three years of the Excellence Through Literacy program.	✓	✓	✓	✓		gathering end of year data
1.5.7	Open the Magnet Technology High Schools (Fall 2010).	✓	✓	✓	✓	✓	opening August 2011
High Quality Career and Technical Education (CTE)							
1.6.3	Develop a proposal and implementation plan for CTE charter or magnet high school, if deemed feasible and valuable.	✓	✓	✓	✓	✓	meetings scheduled with CTE Advisory Board to discuss offerings at the STEM school
1.6.4	Expand use of KeyTrain in high schools.	✓	✓	✓	✓		Memo to Dr. McIntyre / feasibility
Refine Curriculum Tools and Create Common Assessments							
1.7.3	Develop common assessments for Math, Reading, and Language Arts.	✓	✓	✓	✓	✓	complete/ to be enhanced thru formative assessment
1.7.4	Implement district-wide Math benchmarks.	✓	✓	✓	✓	✓	ThinkLink (gr. 3-8, high school EoCs)
1.7.5	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	✓	✓	✓	✓	✓	Server purchased and dedicated to support formative assessment
Individual Learning Plans for Middle and High School Students							
1.8.3	Convene a working group on support for students during transition grades.	✓	✓	✓	✓		SIS working on project--met with school counselors in Feb to observe the process presently in place--determined what needed to be done should the counselors have access to an electronic ILP/Success Card.
1.8.4	All 9th, 10th, and 11th graders will have an ILP.	✓	✓	✓	✓		pilot at STEM as students are enrolled--create a prototype to test manage (200 kids + I guidance counselor
"Success Card" Report for All Secondary Students							
1.9.3	Roll out "success card" reports, and begin to use in counseling students and parents.	✓	✓	✓			lack of dedicated resources at all grade levels/possibly place on student transcript; access thru parent portal
1.9.4	Communicate with and train teachers and parents about the function and use of the success reports	✓					standstill/lack of dedicated resources
Establish Multiple Pathways and Strategies for Success							
1.10.4	Phased Implementation of TAG program revision begins.	✓	✓	✓	✓	✓	GT coaches continue to work with advanced students, identified using multiple sources of data-
1.10.5	Continue to assess the landscape of alternative education offerings and needs in the KCS.	✓	✓	✓	✓	✓	ERC, expansion of middle school alternative day program
1.10.6	Expand AVID as an option in middle and high schools	✓	✓	✓	✓	✓	middle school expansion complete (resources continuing issue)

For each project, determine which stage of implementation is completed by using the following guidelines:

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• Check Stage 3 as complete for the project if all three Stage 3 indicators have been completed or are determined not applicable to the project.
• Check Stage 4 as complete for the project if all six Stage 4 indicators have been completed or are determined not applicable to the project.
• If there are any current roadblocks to stage completion, indicate those in the last column.

Number of check marks	21	20	20	19	13
Number to go	0	1	1	2	8
Number at this stage	1	0	1	6	13

Goal 1 Focus On The Student   **Team Leader: Donna Wright, Assistant Superintendent for Curriculum and Instruction**

KCS Strategic Plan

Team Leader Goal Progress Report

	Stage 0 Assign	Stage 1 Initiate	Stage 2 Assess	Stage 3 Design	Stage 4 Install
	1. Team Leader assigned	1. Clearly define initiative	1. Identify resources	1. Define measures	1. Proposals submitted
	2. Members assigned	2. Define issues	2. Gather information	2. Draft proposals	2. Findings reported
		3. Define information needed	3. Analyze information	- program recommendations	3. Program/Funding approved
		4. Assign roles and responsibilities	4. Define objectives	- policy recommendations	4. Program/Training implemented
		5. Establish meeting schedule	5. Prioritize objectives	- funding recommendations	5. Org structure changed
	✓		6. Create timeline	3. Draft documentation	6. Roll out commenced

Key Dates:	Stage 0	Stage 1	Stage 2	Stage 3	Stage 4	Notes
Develop the Whole Child						
1.11.1 Identify character building programs in use and evaluate their impact.	✓	✓	✓	✓		evaluation of programming difficult/ lack of fidelity of implementation
1.11.2 Maintain and reinforce the KCS commitment to music and the arts.	✓	✓	✓	✓		resource commitment
1.11.3 Maintain and reinforce the KCS commitment to extra- and co-curricular activities such as athletics and JROTC.	✓	✓	✓	✓		need for middle school access to extra-curricular/ club activiities
1.11.4 Begin to build capacity to offer world languages as elective offerings in middle schools.	✓	✓	✓			MS Principals are looking at their scheduling to determine if this is something they can work through their staffing formula (3/22)
Academic Interventions and Supports						
1.12.1 Ensure that RTI is being implemented effectively and with fidelity in each elementary school.	✓	✓	✓	✓		need to refine RTI implementation/ issues with fidelity and consistency at the elementary level
1.12.2 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.	✓	✓	✓	✓		continue to examine RTI implementation issues @ elementary (consistency)
Early Warning System						
1.13.2 Develop an early warning data system that identifies students at risk of dropping out.	✓	✓	✓	✓	✓	Complete
1.13.3 Integrate early warning system into the Education Management Information System (data warehouse)	✓	✓	✓	✓	✓	
Support High Needs Schools						
1.14.4 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	✓	✓	✓	✓		determining articulation programs, marketing of programs, sharing of resources to leverage maximum benefit--working to streamline themes to create a k-12 concept of programming/ Trip to Miami to investigate their magnet school successes
1.14.5 Develop a system and process of productive communication between partners (ie Project GRAD, Full-Service Schools, UT, et al) and the district.	✓	✓	✓	✓	✓	Montina Jones servs as liaison for PGK. MissyMassie serves as liaison for UTK. Both attend collaborative meetings with United Way
Build a Comprehensive System of Services for All Students						
1.15.3 Continue to modernize and enhance the efficiency of our School Nutrition program in providing healthy meals and important nutrition information.	✓	✓	✓	✓	✓	new director has made this a priority
1.15.4 Develop or strengthen policies, procedures and informational tools that encourage students, parents and employees to embrace wellness and make healthy choices.	✓	✓	✓	✓		information tools complete and recommendations for updateing wellness policy have been submitted
English Language Learners						
1.16.3 Implement new ELL instructional requirements beginning in the fall of 2010.	✓	✓	✓	✓	✓	proposals submitted to the GSP based on positive program outcomes
Birth to Kindergarten, Maintain Pre-K, Kindergarten Intervention						
1.17.2 Examine academic results for students who have benefited from Birth to Kindergarten, the Pre-K program, and Kindergarten intervention.	✓	✓	✓	✓	✓	Need third party evaluation of outcomes--is there an outcome link with Birth-k with Pre-K and Kindergarten?
1.17.3 Work with the Trustees of the Great Schools Partnership to determine future direction of Birth to Kindergarten, given limited funding.	✓	✓	✓	✓	✓	Fully supported by GSP/ integrated with Early Literacy Iniative

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· Check Stage 3 as complete for the project if all three Stage 3 indicators have been completed or are determined not applicable to the project.
· Check Stage 4 as complete for the project if all six Stage 4 indicators have been completed or are determined not applicable to the project.
· If there are any current roadblocks to stage completion, indicate those in the last column.

	Stage 0	Stage 1	Stage 2	Stage 3	Stage 4
Number of check marks	15	15	15	14	7
Number to go	0	0	0	1	8
Number at this stage	0	0	1	7	7

Goal 2 Effective Educators   **Team Leader: Kathy Sims, Executive Director of Human Resources**

KCS Strategic Plan

Team Leader Goal Progress Report

	Stage 0	Stage 1	Stage 2	Stage 3	Stage 4
	Assign	**Initiate**	**Assess**	**Design**	**Install**
	1. Team Leader assigned	1. Clearly define initiative	1. Identify resources	1. Define measures	1. Proposals submitted
	2. Members assigned	2. Define issues	2. Gather information	2. Draft proposals	2. Findings reported
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			6. Create timeline	3. Draft documentation	6. Roll out commenced

Key Dates:	Stage 0	Stage 1	Stage 2	Stage 3	Stage 4	Notes
Strategic Compensation						
2.0.0 Develop a model for performance-based differentiated pay among teachers and principals that is compliant with AYP school improvement requirements.	✓	✓	✓	✓		
Create a Pipeline of Talent for the Principalship						
2.1.4 Review compensation structure for principals.	✓	✓	✓			
2.1.6 Identify the first cohort of principal candidates for the Leadership Academy, and begin their leadership development experience.	✓	✓	✓	✓	✓	
2.1.7 Propose a revised principal compensation structure.	✓	✓				
Support and Professional Development for Principals						
2.2.1 Expand and improve the professional development and support opportunities available to current principals.	✓	✓	✓	✓	✓	
Evaluate Principal Performance						
2.3.1 Restructure the principal evaluation protocol based on school leadership research.	✓	✓	✓	✓		
2.3.2 Integrate school leadership research more fully into the Principal Performance Contract process.	✓	✓	✓	✓		
Build a Teacher Pipeline						
2.4.2 Design, develop, and implement pipelines for principals, teachers, and central office staff.	✓	✓	✓	✓		
2.4.3 Examine creative ways to increase teacher compensation that are aligned with our student achievement goals.	✓	✓	✓			
2.4.5 Assess the current teacher pipeline, and what steps can be taken to enhance its effectiveness.	✓	✓	✓			
Improve Teacher Evaluation, Retention, and Promotion Practices						
2.6.1 Retrain administrators in the evaluation rubric and expectations to ensure consistent application.	✓	✓	✓			
2.6.3 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						
2.7.3 Enhance principal expertise in PLCs through professional development.	✓	✓	✓	✓	✓	
2.7.4 Continue to pilot and measure TAP activity and outcomes in four pilot schools, and explore ways to expand the successful components of the program.	✓	✓	✓	✓	✓	
2.7.5 Explore potential of having collaborative time during the school day system-wide.	✓	✓	✓	✓	✓	
Effective Professional Development Activities						
2.8.2 Provide cognitive coaching training for all supervisors and content coaches.	✓	✓	✓	✓	✓	
Distribute Instructional Resources Equitably						
2.9.2 Complete an inventory of tools and resources available to teachers, including library/media resources and technology.	✓	✓	✓	✓		

For each project, determine which stage of implementation is completed by using the following guidelines:

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• If there are any current roadblocks to stage completion, indicate those in the last column.

Number of check marks	17	17	16	12	7
Number to go	1	1	2	6	11
Number at this stage	0	1	4	5	7

Goal 3 Engaged Parents and Community   **Team Leader: Russ Oaks, Chief of Staff**

KCS Strategic Plan

Team Leader Goal Progress Report

	Stage 0	Stage 1	Stage 2	Stage 3	Stage 4
	Assign	**Initiate**	**Assess**	**Design**	**Install**
	1. Team Leader assigned	1. Clearly define initiative	1. Identify resources	1. Define measures	1. Proposals submitted
	2. Members assigned	2. Define issues	2. Gather information	2. Draft proposals	2. Findings reported
		3. Define information needed	3. Analyze information	- program recommendations	3. Program/Funding approved
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		5. Establish meeting schedule	5. Prioritize objectives	- funding recommendations	5. Org structure changed
	✓		6. Create timeline	3. Draft documentation	6. Roll out commenced

Key Dates:	Stage 0	Stage 1	Stage 2	Stage 3	Stage 4	Notes
Build Family Educational Efficacy						
3.1.3 Evaluate and further develop the effectiveness of current modes of school-to-home communication to general population (district and school levels.)	✓	✓	✓	✓	✓	
3.1.4 Evaluate and further development the effectiveness of current modes of school-to-home and home-to-school communication to ELL and other diverse families (district and school levels.)	✓	✓	✓	✓	✓	
3.1.7 Develop ongoing opportunities to share techniques to improve at-home learning.	✓	✓	✓	✓	✓	
3.1.8 Develop ongoing opportunities to share techniques and tools to help interested parents balance competing responsibilities with children's academic support needs.	✓	✓	✓	✓	✓	
3.1.9 Provide families with ongoing opportunities to exchange educational and parenting ideas, challenges, and solutions.	✓	✓	✓	✓	✓	
3.1.10 Develop ongoing opportunities for ELL families to increase their English language skills.	✓	✓	✓	✓	✓	Developing a relationship with Plaza Communitaria to facilitate families learning English
3.1.11 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.	✓	✓	✓			PA with with C&I
3.1.12 Centrally administer the third family engagement survey to receive a statistically valid sample for each school in Knox County.	✓	✓	✓	✓	✓	
Develop a System to Broadly Identify and Coordinate Volunteer and Partnership Opportunities						
3.2.2 Report on viability of a centralized volunteer system and make recommendations as to how to proceed.	✓	✓	✓	✓	✓	
Restructure the Great Schools Partnership as a Local Education Fund						
3.3.3 Identify sources of and obtain private funding.	✓	✓	✓	✓	✓	
3.3.4 Develop a strategic direction for the GSP, aligned with the KCS plan.	✓	✓	✓	✓	✓	
Build Family Capacity Using Social Service Partnerships						
3.4.1 Evaluate effectiveness of existing student support services and further develop the effectiveness of these services.	✓	✓	✓	✓		
3.4.2 Examine the role and function of community schools concept and how this could apply to the Knox County Schools.	✓	✓	✓	✓	✓	Pilot project - Pond Gap ES - Full Service Sch.
Coordinate Focused District Partnerships						
3.5.2 Assess existing partnerships for educational impact.	✓	✓	✓			
3.5.3 Reinstitute the Principal for a Day Program.	✓	✓	✓	✓	✓	

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• Check Stage 4 as complete for the project if all six Stage 4 indicators have been completed or are determined not applicable to the project.
• If there are any current roadblocks to stage completion, indicate those in the last column.

Number of check marks	15	15	14	13	11
Number to go	0	0	1	2	4
Number at this stage	0	1	1	2	11

Goal 4 Infrastructure - Enabling Student Learning   Team Leader: Bob Thomas, Assistant Superintendent for Administrative Services

KCS Strategic Plan

Team Leader Goal Progress Report

	Stage 0	Stage 1	Stage 2	Stage 3	Stage 4	
	Assign	**Initiate**	**Assess**	**Design**	**Install**	
	1. Team Leader assigned	1. Clearly define initiative	1. Identify resources	1. Define measures	1. Proposals submitted	
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			6. Create timeline	3. Draft documentation	6. Roll out commenced	

Key Dates:						Notes
Organizational Structure: Reorganize Functions For Greater Productivity and Efficiency						
4.1.2 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						
4.2.1 Improve coordination between HR, benefits administration, and the employee compensation functions.	✓	✓	✓	✓	✓	
4.2.2 Automate teacher information reporting to the state.	✓	✓	✓	✓	✓	
4.2.3 Hold quarterly meetings with HR professionals in the area to better understand industry standard best practices.	✓	✓	✓			
4.2.6 Consider streamlining and improving the teacher transfer process.	✓	✓	✓	✓	✓	
4.2.7 Examine the value of a video system for long distance interviews of job candidates	✓	✓	✓			
4.2.8 Deploy an automated substitue system for the entire management of staff and employee information.	✓	✓	✓	✓	✓	
4.2.9 Conduct a comprehensive process audit that examines each HR process for efficiency and value added.	✓	✓	✓	✓	✓	
Focus on Customer Service						
4.3.1 Research options for a customer service management system.	✓	✓	✓			
Make the Transportation System Efficient, Community Friendly, and Strategically Sound						
4.5.1 Create a system to notify families when there is a change to a student's bus, route, or stop.	✓	✓	✓	✓		Pending Implementationof School Messenger
4.5.2 Enhance automated transportation management systems for greater efficiency.	✓	✓	✓	✓		Scheduled completion August 2011
4.5.3 Examine and potentially refine transportation policies and procedures, particularly those that intersect with student achievement (to include mobility).	✓	✓	✓	✓		Implementation Scheduled for August 2011
Provide a Safe and Secure Environment for Students and Employees						
4.6.1 Maintain relationships and communications with community and government agencies to keeps students and staff safe	✓	✓	✓	✓	✓	
4.6.2 Continue to implement the recommendations of Knox County Schools Safety and Security Committee.	✓	✓	✓	✓	✓	
Create a 21st Century Learning Environment						
4.7.2 Provide expanded opportunities for teachers and students to take advantage of on-line learning and video conferencing.	✓	✓	✓	✓	✓	
Develop a Strategically-Focused Technology Plan						
4.8.1 Develop a technology plan that addresses how we will utilize technology as a district and how we will support students learning through technology.	✓	✓	✓	✓		Present to Executive Team by End of April and BOE in Fall of 2011
4.8.4 Continue transformation to a technology coaching support model.	✓	✓	✓	✓	✓	
Build Capacity to Assess and Analyze Facilities						
4.9.1 Revitalize the PEFA partnership to increase analytic capacity regarding enrollment and facilities.	✓	✓	✓			
4.9.2 Develop an unused facilities disposition plan.	✓					
School Level Cost Management						
4.10.1 Fully implement the provisions of the Principal Accountability Act	✓	✓	✓	✓		Continuing to identify costs and define budget formats
4.10.2 Refine and improve the school resource allocation methodology developed for FY2010	✓	✓	✓	✓	✓	
Build an Education Management Information System (Data Warehouse)						
4.11.2 Load four years of data into the data warehouse, including core demographics, high stakes assessments, programs, course grades, GPA, students mobility, special education, formative assessments, teacher attendance, teacher certification, and school level financials.	✓	✓	✓	✓		Lacking teacher attendance, teacher certification and school level financials
4.11.3 Load assessment data (strand detail), teacher professional development, teacher mobility, and financial data (valuation of community support).	✓	✓	✓	✓		
Develop the Knowledge to Manage a Dynamic-Student Population						
4.12.1 Establish a district-wide Enrollment Management function.	✓	✓	✓	✓	✓	
4.12.2 Develop a model for evaluation program effectiveness.	✓	✓	✓			Responsibility of Chief Accountability Officer
4.12.2 Develop and refine methodologies and systems for projecting and managing student enrollment.	✓	✓	✓	✓	✓	

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• Check Stage 4 as complete for the project if all six Stage 4 indicators have been completed or are determined not applicable to the project.
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	Stage 0	Stage 1	Stage 2	Stage 3	Stage 4
Number of check marks	26	25	25	20	13
Number to go	1	2	2	7	14
Number at this stage	1	0	5	7	13