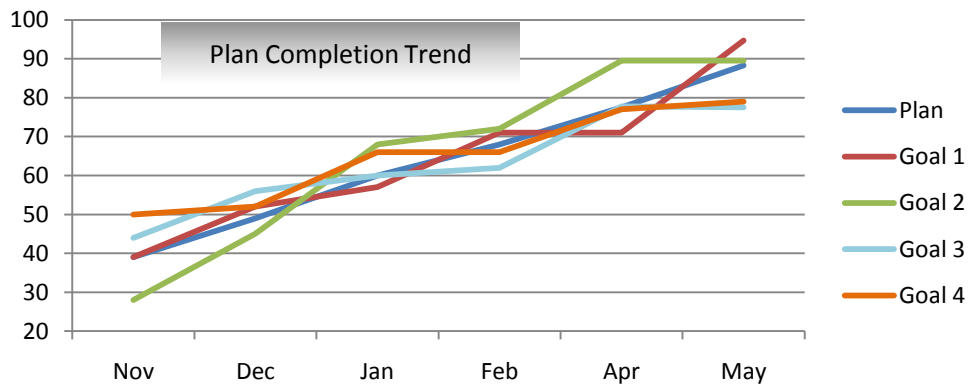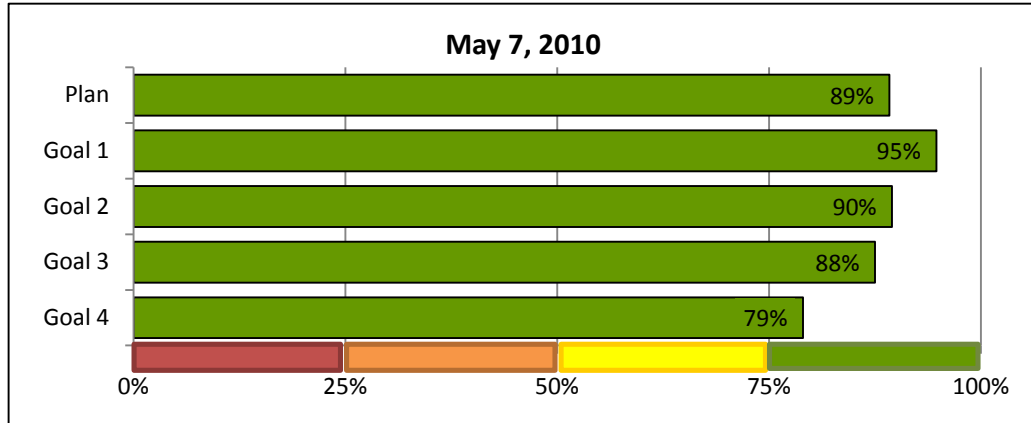# Knox County Schools Strategic Plan Status
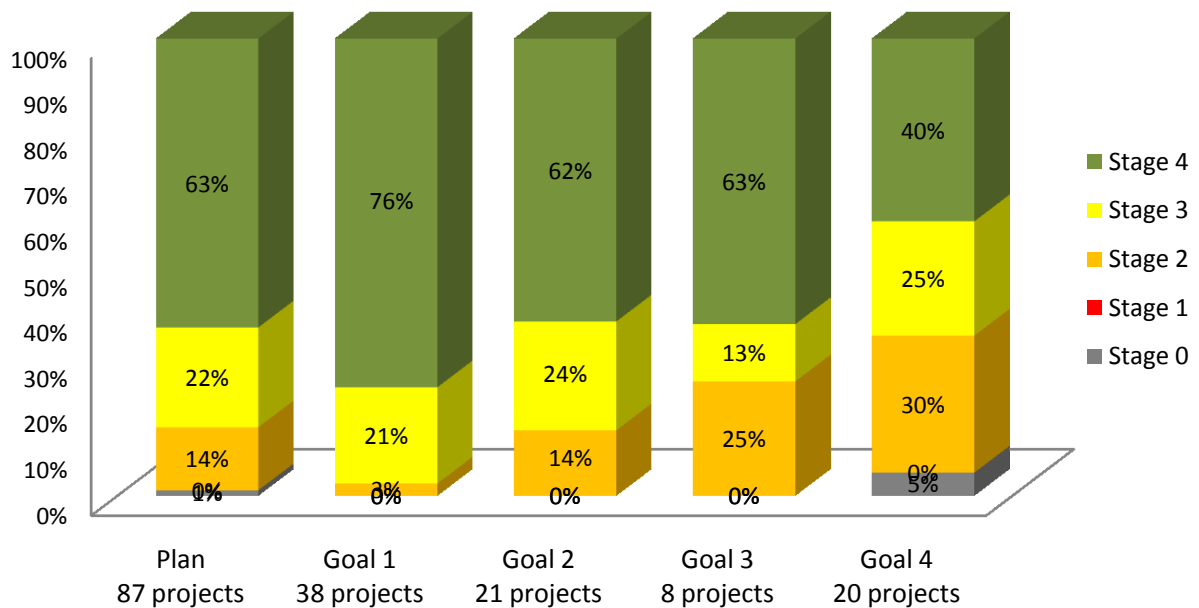
Building On Strength - Excellence For All Children

Completion Status of Year 1 Plan Goals

May 7, 2010

Goal	Completion
Plan	89%
Goal 1	95%
Goal 2	90%
Goal 3	88%
Goal 4	79%

Plan Completion Trend

Legend: Plan, Goal 1, Goal 2, Goal 3, Goal 4

Months: Nov, Dec, Jan, Feb, Apr, May

Completion Status of Goal Projects

	Plan 87 projects	Goal 1 38 projects	Goal 2 21 projects	Goal 3 8 projects	Goal 4 20 projects
Stage 4	63%	76%	62%	63%	40%
Stage 3	22%	21%	24%	13%	25%
Stage 2	14%	3%	14%	25%	30%
Stage 1	0%	0%	0%	0%	0%
Stage 0	0%	0%	0%	0%	5%

Legend: Stage 4, Stage 3, Stage 2, Stage 1, Stage 0

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	Challenges

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

Key Dates:				31-Jan	30-May	
High Expectations and Academic Rigor						
1.1.1 Embrace rigorous academic standards and universally high expectations.	✓	✓	✓	✓	✓	will be reinforced at Leadership Institute in July/ non-negotiables
1.1.3 Provide the support to meet those expectations.	✓	✓	✓	✓		Continued budget implications--extend implementation time
1.1.4 Communicate and reinforce high expectations to all stakeholders, including students, families, teachers, administrators, and the community.	✓	✓	✓	✓	✓	forum meetings/ admin meetings/ PLC
Special Education						
1.2.1 Staff Collaboration: All special education teachers to participate in systemwide staff development in content areas.	✓	✓	✓	✓	✓	
1.2.2 Begin to expand inclusion of students with disabilities into general education settings where appropriate.	✓	✓	✓	✓	✓	Budget limitations for expanding in elementary due to increased staff
Relationships						
1.4.1 Expand the student advisory model at the high school level.	✓	✓	✓	✓	✓	Farragut High School last to implement
1.4.2 Determine strategies to better leverage school counselors and other support personnel.	✓	✓	✓	✓	✓	
1.4.3 More fully integrate social workers into the student support infrastructure.	✓	✓	✓	✓	✓	additional social workers needed to provide adequate student support
Literacy						
1.5.1 Report on the outcomes seen in the first three years of the Excellence Through Literacy program.	✓	✓	✓	✓		Beckett will determine outcomes at the end of the 2010 school year
1.5.2 Make appropriate adjustments to literacy strategies as a result of literacy support.	✓	✓	✓	✓	✓	literacy coaches added to critical need schools, in addition to Title I
1.5.5 Feasibility report for Magnet Technology High School (due Fall 2009)	✓	✓	✓	✓	✓	designing/planning--intent to open Aug 2011 (UT & Battelle partners)
1.5.6 Work with Vols4STEM to develop a deployment plan to effectively and productively utilize their members.	✓	✓	✓	✓	✓	needs no funding from system/ planning for next year in place
High Quality Career and Technical Education (CTE)						
1.6.1 Develop 3-5 year department plan for the future of CTE in KCS.	✓	✓	✓	✓	✓	3-5 year plan required by state/ updated
1.6.2 Examine the feasibility and value of pursuing a CTE charter or magnet high school concept.	✓	✓	✓	✓	✓	specific CTE school not in plan/ ERC operational fall 2010
Refine Curriculum Tools and Create Common Assessments						
1.7.1 Organize Pre-K through 8 curricula in a single, clear format and structure; and post on the KCS website.	✓	✓	✓	✓	✓	K-8 curricula willl be posted on web summer 2010/ time card expenditure
1.7.2 Develop technical and substantive capacity to support a portfolio of formative assessments, including required periodic district-wide formative assessments.	✓	✓	✓	✓	✓	RFP released April/ gr 3-11 formative assessments/ funded RTTT
Individual Learning Plans for Middle and High School Students						
1.8.1 All 8th graders are required to complete a 4-year plan.	✓	✓	✓	✓	✓	completed in middle schools/parent involvement included/ 9th grade course recommendations provided by Beckett
1.8.2 Determine how the ILP process will be managed and supported.	✓	✓	✓	✓	✓	appr 100k; yearly maintenance costs; need product to host the ILP card
Support Card Report for All Secondary Students						
1.9.1 Develop the format and data to be present in each "success card" report.	✓	✓	✓	✓	✓	format determined; contingent on formative assessment outcome and EMIS input
1.9.2 Address access issues and communication strategies associated with "success card" reports.	✓	✓	✓	✓	✓	significant work and training needed once technology is in place to access ILP
Establish Multiple Pathways and Strategies for Success						
1.10.1 Examine the TAG program in terms of efficacy, philosophy, and results; make recommendations for improvement.	✓	✓	✓	✓	✓	GT coaches funded Title IIA; transition from pull-out to push-in program
1.10.2 Discontinue the evening middle alternative school, and replace it with an alternative middle school day program.	✓	✓	✓	✓	✓	
1.10.3 Expand AP offerings, and strongly encourage all students to participate in AP and/or dual credit.	✓	✓	✓	✓	✓	

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

· Check Stage 1 as complete for the project if all five Stage 1 indicators have been completed or are determined not applicable to the project.
· Check Stage 2 as complete for the project if all six Stage 2 indicators have been completed or are determined not applicable to the project.
· 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	23	23	23	23	21
Number to go	0	0	0	0	2
Number at this stage	0	0	0	2	21

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:				31-Jan	30-May	Challenges
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.	✓	✓	✓	✓		survey created to determine perception and value of fine arts programming
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-curriculars/ club activities conflict
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
Early Warning System						
1.13.1 Identify the early indicators of students at risk of dropping out.	✓	✓	✓	✓		awaiting EMIS to build query/ formative assessment outcome will impact datat for EWS
Support High Needs Schools						
1.14.1 Evaluate how we align supports for high needs schools.	✓	✓	✓	✓	✓	high needs listed provided (matrix); focus on high needs and targeted schools in collaboration with grade level directors
1.14.2 Hold regular public forums among the urban school communities.	✓	✓	✓	✓	✓	community meetings held where high need issues were discussed
1.14.3 Re-examine the Urban Schools organizational structure.	✓	✓	✓	✓	✓	
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.	✓	✓	✓	✓	✓	magnet committee developing community survey on perception/value; recommendations due fall 2010
Build a Comprehensive System of Services for All Students						
1.15.1 Enhance coordination with all health and medical service providers who serve KCS students.	✓	✓	✓			information being gathered from various organizations that serve KCS/ program evaluation is being conducted
1.15.2 Align and consolidate the reporting lines and organizational structures associated with various student support services programs and departments.	✓	✓	✓	✓	✓	aligning and consolidating reporting lines and organizational structures with various student support services
1.15.3 Continue to modernize and enhance the efficiency of our School Nutrition program in providing healthy meals and important nutrition information.	✓	✓	✓			continue to modernize and enhance the efficiency of our School Nutrition program in providing healthy meals and nutrition information/
English Language Learners						
1.16.1 Build infrastructure to meet new requirements of providing one hour of direct instruction every day to ELL students.	✓	✓	✓	✓	✓	New plan to bring system into compliance at the elementary level approved by board--implement fall 2010
1.16.2 Work with higher education providers to train teachers and certify a cohort in ESL.	✓	✓	✓	✓	✓	Program of study initiated with TN Tech/ 5 graduates--still concern with the quality of the participant
Birth to Kindergarten, Maintain Pre-K, Kindergarten Intervention						
1.17.1 Transition Kindergarten Intervention from the Great Schools Partnership budget to the Knox County Schools General Fund budget.	✓	✓	✓	✓	✓	transfer of funding spring 2010

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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 e 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	15	15	15	14	8
Number to go	0	0	0	1	7
Number at this stage	0	0	1	6	8

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
		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:				31-Jan	30-May	Challenges
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						
2.1.1 Identify and articulate the skills that principals and assistant principals need to be effective instructional leaders.	✓	✓	✓	✓	✓	
2.1.2 Expand and build up on the success of the Principal Assessment Center.	✓	✓	✓	✓	✓	
2.1.3 Develop a high quality "Leadership Academy" principal preparation program with a higher education partner.	✓	✓	✓	✓	✓	
2.1.4 Review compensation structure for principals.	✓	✓	✓			
2.1.5 Sign articulation agreements with University principal preparation programs that will recognize research-based best practices and the needs of the Knox County Schools.	✓	✓	✓	✓	✓	
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						
2.4.1 Evaluate the efficacy of the current teacher recruiting process.	✓	✓	✓	✓	✓	
2.4.2 Design, develop, and implement pipelines for principals, teachers, and central office staff.	✓	✓	✓	✓	✓	
Streamline Teacher Preparation and Induction Processes						
2.5.1 Evaluate current preparation and induction support provided to teachers.	✓	✓	✓	✓	✓	
2.5.2 Gather input from teachers on the induction process by providing systematic and periodic opportunities for feedback.	✓	✓	✓	✓	✓	
Improve Teacher Evaluation, Retention, and Promotion Practices						
2.6.1 Retrain administrators in the evaluation rubric and expectations to ensure consistent application.	✓	✓	✓			
2.6.2 Ensure that principals give proper weight and consideration to the tenure decision.	✓	✓	✓	✓	✓	
Teacher Collaboration and Leadership						
2.7.1 Continue to build capacity at each school for productive Professional Learning Communities (PLCs).	✓	✓	✓	✓	✓	
2.7.2 Develop a rubric to evaluate the viability of PLCs in each school.	✓	✓	✓	✓	✓	
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.	✓	✓	✓	✓		
Effective Professional Development Activities						
2.8.1 Ensure professional development opportunities are offered only if they support district goals.	✓	✓	✓	✓	✓	
Distribute Instructional Resources Equitably						
2.9.1 Develop a comprehensive and equitable deployment plan for Curriculum and Instruction Facilitators (CIFs) and instructional coaches.	✓	✓	✓	✓	✓	

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	21	21	18	13
Number to go	0	0	0	3	8
Number at this stage	0	0	3	5	13

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	
			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:				31-Jan	30-May	**Challenges**
Build Family Educational Efficacy							
3.1.1	Establish a comprehensive system-wide professional development initiative to fully educate staff and administrators in the tenets of the Family Friendly Schools culture and processes.	✓	✓	✓	✓	✓	1st of 8 videos complete- prodcution scheduled for remaining
3.1.2	Establish a district-wide Family and Community Engagement function to coordinate and lead our family engagement efforts.	✓	✓	✓	✓	✓	
3.1.3	Evaluate and further develop the effectiveness of current modes of school-to-home communication to general population (district and school levels.)	✓	✓	✓			Waiting Funding
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.)	✓	✓	✓			waiting funding
3.1.5	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.	✓	✓	✓	✓	✓	
3.1.6	Update the K-8 Steps guide for parents to include new standards and specific information about transitions.	✓	✓	✓	✓	✓	
Develop a System to Broadly Identify and Coordinate Volunteer and Partnership Opportunities							
3.2.1	Explore the viability and implementation of a centralized volunteer and partnership coordination system that will facilitate the capture of complete volunteer and partnership data and match volunteers and partners with opportunities in schools.	✓	✓	✓	✓	✓	
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.	✓	✓	✓	✓		

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

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• Check Stage 2 as complete for the project if all six Stage 2 indicators have been completed or are determined not applicable to the project.
• 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	8	8	8	6	5
Number to go	0	0	0	2	3
Number at this stage	0	0	2	1	5

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	
	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	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:				**31-Jan**	**30-May**	**Challenges**
Organizational Structure: Reorganize Functions For Greater Productivity and Efficiency						
4.1.1 Evaluate and refine the district's current organizational structure.	✓	✓	✓	✓	✓	
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.	✓	✓	✓	✓		
4.2.4 Install an automated substitute teacher deployment system for 2009-2010.	✓	✓	✓	✓	✓	
4.2.5 Transition the manual distribution of employee contracts to electronic production and distribution.	✓	✓	✓	✓	✓	
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.	✓	✓	✓	✓		
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						
4.7.1 Identify best practices and createive ideas for instructional technology to be used in the classrooms.	✓	✓	✓			
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.	✓	✓	✓			
4.8.2 Implement Electronic Board Agenda Application to allow for online school board attachments and documentation.	✓	✓	✓	✓	✓	
4.8.3 Institute four technology coaches district-wide.	✓	✓	✓	✓	✓	
Build Capacity to Assess and Analyze Facilities						
4.9.1 Revitalize the PEFA partnership to increase analytic capacity regarding enrollment and facilities.	✓	✓	✓			
School Level Cost Management						
4.10.1 Fully implement the provisions of the Principal Accountability Act	✓	✓	✓			
4.10.2 Refine and improve the school resource allocation methodology developed for FY2010	✓	✓	✓	✓	✓	
Build an Education Management Information System (Data Warehouse)						
4.11.1 Roll out the EMIS tool to school personnel.	✓	✓	✓	✓	✓	
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.	✓	✓	✓	✓		
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.	✓	✓	✓			

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 applicabl e 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	20	19	19	13	8
Number to go	0	1	1	7	12
Number at this stage	1	0	6	5	8