



Increasing Student Achievement

Knox County Schools is committed to providing every student with the best education. It is the responsibility of the district to promote student learning with instruction delivered by highly trained teachers. By fostering literacy and emphasizing college and career readiness, the district not only equips individual students for success after high school but also contributes to a flourishing community.

Strategic Objectives:



Strategic Initiatives:

Personalized Learning

- Place a dedicated reading professional in every elementary school to support teachers in integrating literacy-driven best practices into all content areas
- Provide innovative programming options tailored to student interest and industry demand
- Organize district office to better support data and instructional needs of every school

Ready Graduates

- Create and implement an ACT plan for grades 9-12 at all schools to reach a composite score of 22 or higher
- Educate students and families on how to navigate all aspects of college and career entry, readiness and completion
- Develop school-specific plans to increase the number of graduates who have completed an Advanced Placement, International Baccalaureate, Cambridge International or Dual Enrollment course prior to graduation

Career Pathways

- Increase the number of high school students participating in CTE Dual Enrollment offerings
- Align CTE course offerings at each middle and high school to ensure progress toward industry certification

Professional Development

- Provide Pre-K-5 teacher training through the Year-long Reading Course
- Continue to invest in the professional growth and support of all educators by offering training and learning opportunities tailored to their needs

Performance Metrics:

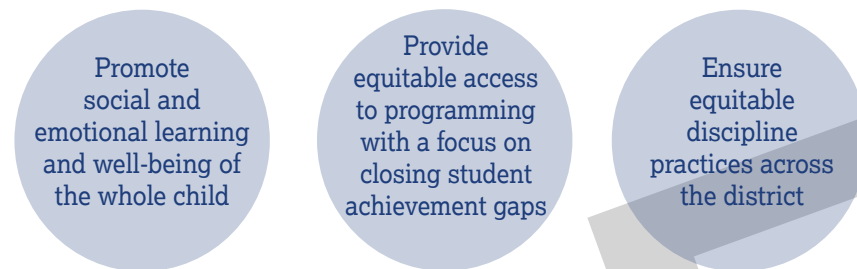
- District culture survey
- ACT scores
- EOC, TVAAS and State Report Card
- Advanced Academic/Dual Enrollment participation
- Career readiness
- Early literacy growth



Eliminating Disparities

Knox County Schools is working to eliminate disparities in academic achievement and discipline, and to ensure that students have equitable access to opportunities regardless of race, gender, socioeconomic status, language proficiency, learning style or ability. The district will provide students with robust support and high expectations in a culturally sensitive manner that reflects the rich diversity of Knox County residents.

Strategic Objectives:



Strategic Initiatives:

Student Supports

- Provide staff training and support on Cultural Competency, Positive Behavioral Interventions and Supports (PBIS) and Restorative Practices for each school, and scale up the most effective models
- Provide elementary staff with Adverse Childhood Experience (ACEs) training to better support student mental health needs
- Work to eliminate disparities in discipline and suspensions

Narrow Achievement Gap

- Provide incentives to increase the number of teachers who have demonstrated positive student achievement and growth at high-needs students and schools
- Maintain commitment to high-needs schools by providing effective class sizes for instructional, academic and behavioral student support

Equity of Student Access

- Develop strategies to ensure equitable student access to advance academic programs and CTE course offerings
- Improve support for student populations with a focus on accelerating growth for ELL, African-American, Hispanic and Native American students as well as the economically disadvantaged and students with disabilities

Organizational Infrastructure

- Create a Minority Educators Advisory Council
- Review and revise recruitment, hiring and promotion policies, practices and criteria to enhance staff diversity
- Update all job descriptions to include cultural awareness and proficiency

Performance Metrics:

- Suspension/discipline data
- Student group achievement data
- DEO recommendations
- Advanced Academic/Dual Enrollment participation
- Staff training
- Recruitment/retention of diverse employees



Creating a Positive Culture

Knox County Schools seeks to create a culture of open communication among students, faculty and staff, and to promote transparent, two-way dialogue with stakeholders. The district will continue to build a team of outstanding teachers and administrators and to compensate them at a level that reflects those high standards. It will also emphasize fiscal responsibility by ensuring strong management and oversight systems.

Strategic Objectives:



Strategic Initiatives:

Safety and Security

- Increase professionalism, longevity and stability of security officers and support to the security force that will enhance safety across the district

Strategic Compensation Plan

- Develop a strategic teacher compensation plan for Board consideration
- Develop a proposal for expanding the use of funds for early contract offers to include retention bonuses
- Improve regional standing for teacher compensation

Financial and Operational Efficiencies

- Clarify and strengthen financial procedures and practices at district/school levels to reduce audit findings
- Ensure transparency in the program evaluation and budget process

Resource Management

- Continue to implement best practices in managing capital assets and transportation services

Stakeholder Communication and Engagement

- Continue to raise awareness of positive district and school news
- Develop district-wide communication plan focused on increasing engagement with staff and families
- Engage community voice and stakeholder advisory groups to gather input and recommendations for district improvements
- Improve customer service focus at school and district level
- Provide an annual Strategic Plan end-of-year report

Performance Metrics:

- Safety data/bullying and harassment
- Transportation customer service survey
- Employee exit interview
- Compensation ranking
- Parent satisfaction survey
- District culture survey
- Security officer retention/diversity

Kn^oxLeads

A call to the greater community to come together to help:

- Increase literacy rates
- Produce ready graduates
- Minimize effects of poverty, mental health and addictions

Kn^oxReads

GOAL – 75% of third graders reading on or above grade level by 2025.

Kn^oxAdvances

GOAL – 75% of all high school graduates completed college credits/industry certification

Kn^oxSupports

GOAL – Reduce chronic absenteeism by 10%

MISSION STATEMENT

To provide excellent and equitable learning opportunities that empowers all students to realize their fullest potential while inspiring lifelong learning

KNOX COUNTY SCHOOL BOARD MEMBERS

Terry Hill, Sixth District, Board Chair

Susan Horn, Fifth District, Board Vice Chair

Evetty Satterfield, First District

Jennifer Owen, Second District

Tony Norman, Third District

Virginia Babb, Fourth District

Patti Bounds, Seventh District

Mike McMillan, Eighth District

Kristi Kristy, Ninth District

Bob Thomas, Superintendent



“The success of our students depends heavily on the support and involvement of our families and community. I hope you will share in this journey alongside us as we move forward and upward.” - Superintendent Bob Thomas

