

**KCS** | KNOX COUNTY SCHOOLS

# Region 5

## Strategic Plan Summary

May 2023



[knoxschools.org/region5](https://knoxschools.org/region5)

# REGION 5

## About Region 5

The Region 5 community takes great pride in their neighborhood schools. Families, community members, and community partners in this region share a **long, rich history of being deeply committed to education and student success**. Although students in this region are often faced with unique challenges and obstacles to education, they remain resilient learners capable of achieving at a high level.

### Elementary Schools

Beaumont Magnet Academy  
Belle Morris Elementary  
Christenberry Elementary  
Green Magnet Academy  
Lonsdale Elementary  
Maynard Elementary  
Sarah Moore Greene Magnet Academy  
Spring Hill Elementary

### Middle Schools

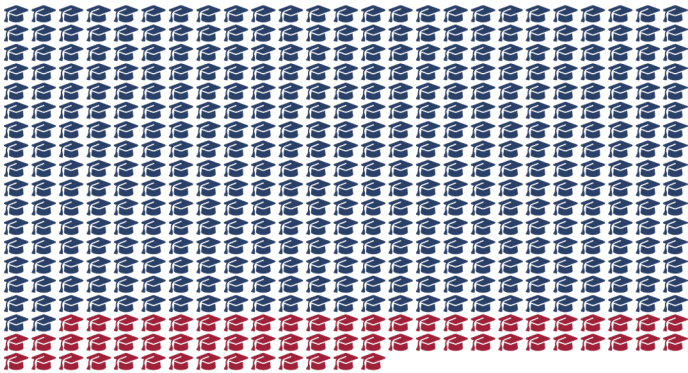
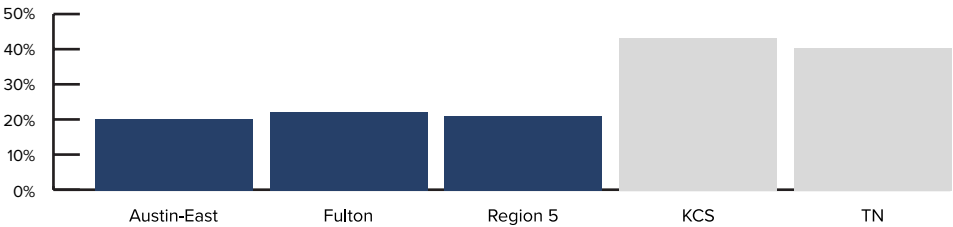
Holston Middle  
Vine Magnet Middle  
Whittle Springs Middle

### High Schools

Austin-East Magnet High  
Fulton High

Historically, **KCS has not articulated a clear vision of success for its schools in Region 5**. Students in this region continue to perform significantly behind their peers in academic achievement and college and career readiness.

2021 Ready Graduate Rate



Of the 314 students who graduated from Austin-East and Fulton in 2021, **only 62 were considered prepared for college or career**, according to the TN Ready Graduate Indicator.



Only **22%** of third graders in Region 5 were skilled readers in 2022, according to TCAP data.



Only **14%** of third - eighth graders met or exceeded expectations in math, according to TCAP data.

**We can—and must—do better.**

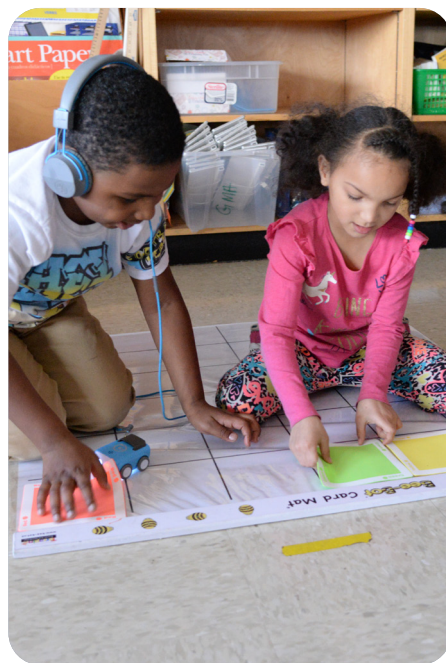


# THE REGION 5 STRATEGIC PLAN

The Region 5 Strategic Plan is Knox County Schools' promise to raise expectations and establish a clear, aligned mission of excellence that will provide every student with a pathway to lifelong success. The plan is aligned to Knox County Schools' **four priorities** and is designed to accelerate learning for every student in the region.

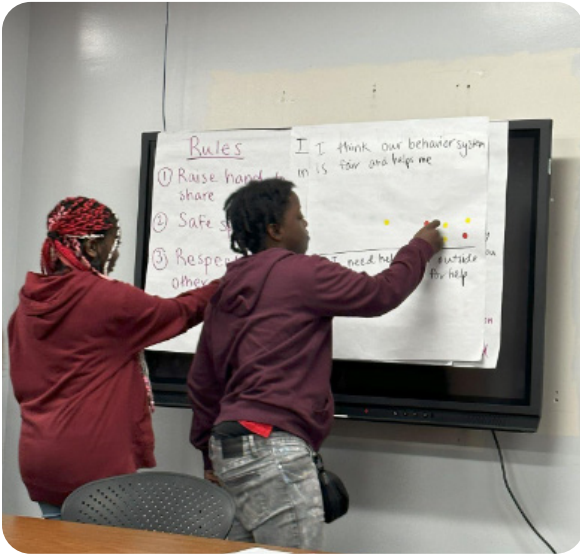


By defining specific **GOALS**, **ACTIONS**, and **MILESTONES**, the Region 5 Strategic Plan provides a roadmap for **students, families, staff, and community partners** to work together to ***transform outcomes—and futures—for every student in Region 5.***



# STRATEGIC PLANNING PROCESS

The Region 5 Strategic Plan was developed over four months of community engagement, research, and data analysis. Over the course of the strategic planning process, more than **200 stakeholders** with deep roots in Region 5 schools participated in one-on-one interviews and focus groups.



## Community Stakeholders included:



**130+** Students



**54** Families



**53** Teachers



**18** Non-profit Leaders



**15** Faith Leaders



**14** Principals



**10** Public Officials



**9** Business Owners



**6** Higher Ed Leaders

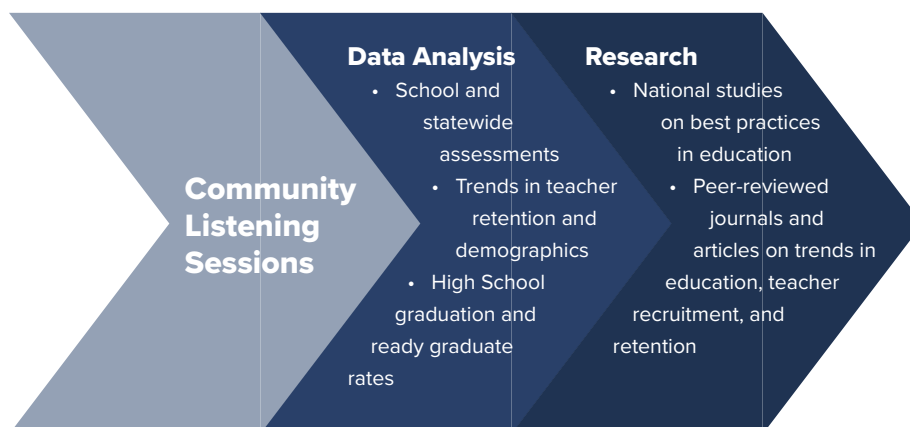
Family focus groups were conducted in **4 languages**, including

English      Swahili  
Spanish      Kirundi

***Thank you to our community partners who hosted family focus groups!***

Centro Hispano de East Tennessee  
The Change Center  
Emerald Youth Foundation

After months of data analysis, research, and community listening sessions, KCS developed **The Region 5 Way**.



## The Region 5 Way

Five-year plan to transform student outcomes through:

- high academic expectations
- retention and recruitment of elite educators
- career and college pathways for all students
- system to meet whole child needs
- partnerships with families and community members

# WHAT WE HEARD

Students in Region 5 are resilient learners capable of achieving at a high level.

Parents, school staff, and community members emphasized challenges facing students should not lead to lower expectations of what they can achieve. Students are eager to learn, and are especially eager for more opportunities for individualized math instruction.



**OF STUDENTS WANT MORE GUEST SPEAKERS AND CAREER OPPORTUNITIES**

*Research says:* Students are more likely to achieve success in employment if they have opportunities to explore careers early in life.



**OF STUDENTS FEEL THEIR SCHOOL'S BEHAVIOR SYSTEM HELPS THEM**

*Research says:* Comprehensive, coordinated, and continuous support leads to increased student engagement and long-term growth.



**OF REGION 5 TEACHERS ASKED FOR DIFFERENTIATED PROFESSIONAL DEVELOPMENT**

*Research says:* Students perform better when their teachers set high expectations.

*The single most important factor in a student's success is whether they have at least one trusted adult in their school who they believe is rooting for their success.*

## PRE-K MATTERS

**1 in 3 community leaders expressed the need for more Pre-K**

*Research says:* Students who are instructed with a high quality curriculum in Pre-K not only perform better in school but also have higher graduation and college success rates.



**100%** OF COMMUNITY LEADERS expressed the need for high-quality teachers who understand students' cultural context

# THE REGION 5 WAY

The Region 5 Way is Knox County Schools' action plan to transform outcomes—and futures—for students by:

## Maintaining High Academic Expectations for All Students

- Focus on early grades student preparedness in literacy
- Implement instructional best practices in math
- Establish consistent academic interventions

### METRICS OF SUCCESS

- 80% of 3rd graders are approaching grade level standard or above in ELA, with 60% meeting or exceeding grade level standard, measured by TCAP
- 60% of 8th graders are approaching grade level standard or above in Math, with 40% meeting or exceeding grade level standard, measured by TCAP
- 60% of students in kindergarten through third grade will be above the 50th percentile of student growth and 85% of students in fourth through eighth grade will meet or exceed their TVAAS growth projections

## Retaining and Recruiting Elite Educators

- Recruit a highly effective, diverse teacher pool
- Retain teachers through strong school culture
- Build teacher effectiveness

### METRICS OF SUCCESS

- 100% of new teachers hired in Region Five meet the criteria for an ideal Region Five educator, with 25% of new teachers being bilingual and/or teachers of color
- 80% year over year retention of highly effective teachers (3.75+ LOE) in Region Five, with 10% of teachers promoted to leadership positions
- 80% of teachers are rated at least a 3.75/5 in level of effectiveness (LOE)

## Providing Career and College Pathways for All Students

- Develop specialized programs
- Expand & support existing models
- Ensure early career exposure

### METRICS OF SUCCESS

- 90% of high school students graduate, with 80% students considered “ready graduates,” as defined by Tennessee designation of career or college ready
- 100% of schools score at least “meets expectations” on the KCS career readiness rubric (to be developed)

## Establishing Systems to Meet Whole Child Needs for Academic Success

- Implement individualized academic support
- Build out behavior support systems
- Provide whole child support

### METRICS OF SUCCESS

- 85% of all students K-12 meet their ELA, Math, and social goals, as outlined on their ILP
- 80% of all students K-12 describe their school as a safe learning environment, as measured by school climate survey with at least a 90% response rate
- All schools in Region 5 will have an average daily attendance of at least 93%

## By 2028, we expect:

### Every student in Region 5 will

- Learn from **elite educators**
- Enter first grade **school-ready**
- Read and perform math **on or above grade level**
- Graduate high school **ready to pursue a high-wage, high-demand career of their choosing**

**3x**

the number of third graders at or above grade level in reading

**6x**

the number of eighth graders at or above grade level in math

**4x**

the number of students graduating high school ready for college and career

Through **The Region 5 Way**, students, families, staff, and community members can expect to see:

### High Academic Expectations for All Students

#### Expanded Early Literacy

More access to high-quality Pre-K

#### Effective Math Curriculum

Research-based math curriculum in every math class

#### Enhanced Intervention

Every student will receive the instructional support needed to reach grade level

### Retention and Recruitment of Elite Educators

#### Higher Pay

Region 5 educators will be paid more through extended contracts

#### Visionary Leadership

Region 5 educators will be led by and supported to become visionary leaders

#### Targeted Recruitment and Development

Educators will be recruited and developed to embody the Portrait of a Region 5 educator

### Career and College Pathways for All Students

#### Advanced Academics

All students will have access to IB, Pre-AP, AP, and/or STEM from Pre-K-12th grade

#### Academic Acceleration

All students will be challenged to set ambitious academic goals and will receive structured support to meet their goals

#### Career Exposure

All students will receive opportunities to experience and learn about career paths, beginning in elementary school

### Systems to Meet Whole Child Needs for Academic Success

#### Individual Learning Plans

Every student will have a unique, priorities-aligned learning plan that evolves to meet grade level goals

#### Behavior Support

Every student will have consistently high expectations for behavior with high-quality support

#### Whole Child Support Teams

Every student will have access to a team to support their holistic well-being and learning

### Partnerships with Families and Community Members

#### Consistent Communication

Families will receive consistent and regular communication from their schools

#### Opportunities for Input

Community members will have accessible and sustainable ways to provide insight

#### Community Partnerships

Schools will facilitate partnerships with community organizations to provide additional resources and supports to students



# REGION 5 SUPPORT

## Region 5 Leadership



**Jason Myers**

*Assistant Superintendent of Student Success*



**Dr. Dexter Murphy**

*Region 5 Director*

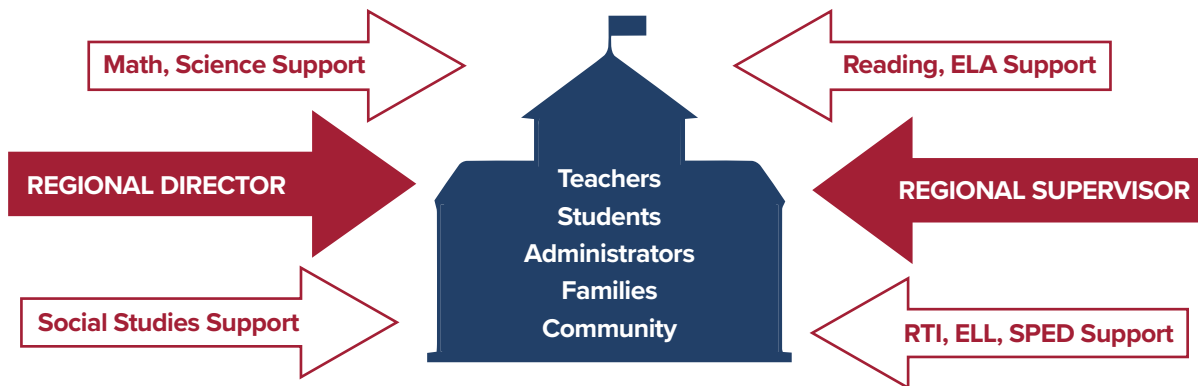


**Sallee Reynolds**

*Region 5 Supervisor*

## Regional Support Model

- Regional support teams consist of content experts and school support specialists who work specifically within their assigned region to ensure teachers, students, and administrators are receiving consistent, targeted, and efficient support.
- Each region is led by a Regional Director and a Regional Supervisor -- one with elementary experience and the other with secondary experience -- and is supported by a team of content experts.
- Regions ensure supports are targeted to the needs of school communities and work to create alignment within the region between district priorities and school-based initiatives, strategies, and goals.



## Region 5 Instructional Support Team

- **English Language Arts (6-12):** Riley Brewer
- **English Language Learners:** Dr. Inna Slisher
- **Human Resources Liaison:** Casey Robison
- **Math:** Anne Stinnett, Kelly Dugger
- **Special Education:** Michelle Flynn, Carrie Baughman, Elena Smith, Kelly Jones
- **Reading (K-5):** Sarah Kosak
- **RTI:** Paula Sarver, Judy Fugate
- **Science:** Andrea Berry
- **Social Studies:** Katherine Shultz
- **Pre-K:** Dr. Beth Lackey, Preschool and Early Childhood Supervisor



# REGION 5 WAY IMPLEMENTATION TEAMS

## Implementation Teams

Implementation Team members are currently being formed from recommendations from principals, community members, and other stakeholders. Teams will consist of KCS teachers and administrators as well as dedicated community members. These small working groups will develop specific implementation actions and monitor progress toward goals. In short, Implementation Teams will **guide and drive our work moving forward**.

- Preparing Students for Excellence in Early Literacy
- Implementing Instructional Best Practices in Math
- Providing Consistent Academic Interventions



- Recruiting a Highly Effective, Diverse Teacher Pool
- Retaining Teachers through Strong School Culture
- Building Teacher Effectiveness

- Developing Specialized Programs
- Expanding and Supporting Existing Programs
- Planning for Early Career Exposure



- Providing Whole Child Support
- Building Behavior Support Systems
- Implementing Individualized Academic Support

- Establishing Consistent Communication Systems
- Creating Accessible Channels for Community Input



# PORTRAIT OF A REGION 5 EDUCATOR

## HIGHLY SKILLED

- Growth mindset, willing to learn and grow from coaching
- Experts in their content area
- Strong classroom management skills
- A track record of improving student academic outcomes, particularly for high-need students
- Experienced educators



## RELATIONSHIP BUILDERS

- Support the whole child, addressing their holistic needs
- Present and visible in the school's community
- Lead with empathy and compassion
- A track record of building strong relationships with students and families
- Humble, patient, and enthusiastic
- Committed to staying and growing in Region 5



## CULTURALLY UNDERSTANDING

- Believe that all students, regardless of race, background or ability, are capable of academic success
- Value the cultural, racial, and/or language backgrounds of students & commit to support those with varied backgrounds
- Understand/value the neighborhood they work in and build relationships with those in the school community
- Culturally responsive
- Understand and respect people of all cultures and races
- Excited and passionate about teaching in Region 5



# THIS IS ONLY THE BEGINNING

Next school year (2023 - 2024), be on the lookout for:

## High Academic Expectations for All Students

- **High quality math curriculum** in all schools
- Plan to **expand Pre-K** access in 2024

## Retention and Recruitment of **Elite Educators**

- **Extended contracts** for teachers
- **Staff culture training** for school leaders

## Career and College Pathways from K-12

- Exploratory committee for expansion of advanced academics: **IB and Pre-AP**
- **STEM program** alignment

## Systems to **Meet Whole Child Needs** for Academic Success

- **Individualized learning plans** for students in Kindergarten, 3rd grade, 6th grade, and 9th grade

## QUESTIONS AND FEEDBACK





## Board of Education

**Kristi Kristy (Chair)**

*District 9*

**Daniel Watson**

*District 3*

**Betsy Henderson (Vice Chair)**

*District 6*

**Katherine Bike**

*District 4*

**Rev. Dr. John Butler**

*District 1*

**Susan Horn**

*District 5*

**Jennifer Owen**

*District 2*

**Steve Triplett**

*District 7*

**Mike McMillan**

*District 8*

**Dr. Jon Rysewyk**

*Superintendent*

### **Vision Statement**

To grow lifelong learners who contribute their talents, strengths and skills to build a stronger community

### **Mission Statement**

To provide excellent and accessible learning opportunities that empower all students to realize their full potential