



# **Annual Action Plan**

2024 - 2025

# INTRODUCTION

In 2019, the Knox County Board of Education (KCBOE) adopted a five-year strategic plan to *increase student achievement, eliminate disparities, and create a positive culture*. The Knox County Schools (KCS) **Annual Action Plan** translates these long-range goals into meaningful and achievable one-year objectives. In doing so, the KCS Annual Action Plan serves as a one-year roadmap for accelerating student learning and increasing academic achievement.

Organized into five sections—**Excellence in Foundational Skills**, **Great Educators in Every School**, **Career Empowerment & Preparation**, **Success for Every Student**, and **Leadership of the District**—the Annual Action Plan establishes fifteen core actions and a series of measurable and milestone objectives designed to improve student outcomes over the course of the 2024-25 school year.



Core actions defined within the Annual Action Plan align to one or more of the nine long-range goals established in the KCBOE Strategic Plan and are supported by two or more target objectives. Each objective establishes either an important milestone<sup>1</sup> achievement or an ambitious but achievable measurable<sup>2</sup> outcome for the 2024-25 school year.

In the Fall of each year, the Knox County Board of Education reviews and adopts a new Annual Action Plan. Once adopted, the Annual Action Plan will serve as the basis for the work conducted throughout the district in a given school year.

## Knox County Board of Education Strategic Plan Goals:

1. Increase Student Achievement	2. Eliminate Disparities	3. Create a Positive Culture
A. Increase reading proficiency	A. Provide student supports	A. Exceptional place to work and learn
B. Increase math proficiency	B. Narrow achievement gaps	B. Effective communication
C. Increase rate of ready graduates	C. Improve student access	C. Strong fiscal management

**Definitions:**

<sup>1</sup> **Milestone objectives:** target objectives defined by the successful or unsuccessful completion of a specified task or undertaking

<sup>2</sup> **Measurable objectives:** target objectives capable of quantifiable, year-over-year monitoring

**1. Action: Enhance instruction through the development of deep content knowledge in ELA educators.**

Objectives:	Alignment to Strategic Plan:
A. Increase 3 <sup>rd</sup> grade proficiency <sup>3</sup> rates on TCAP by 1.8%.	1a, 1c, 2b
B. Decrease percent of 3 <sup>rd</sup> graders performing below the 40th percentile on Aimsweb <sup>4</sup> by 1.3%.	

**2. Action: Enhance instruction through the development of deep content knowledge in math educators.**

Objectives:	Alignment to Strategic Plan:
A. Increase Algebra I proficiency <sup>3</sup> rates by 2.4%.	1b, 1c, 2b
B. Increase math proficiency <sup>3</sup> for 6 <sup>th</sup> -8 <sup>th</sup> graders by 1.9%.	

**3. Action: Concentrate resources to ensure highly effective reading and writing strategies are being implemented in every ELA classroom districtwide.**

Objectives:	Alignment to Strategic Plan:
A. Increase ELA proficiency <sup>3</sup> for 4 <sup>rd</sup> -8 <sup>th</sup> grade by 1.9%.	1a, 1c, 2b
B. Decrease percent of 4 <sup>th</sup> -8 <sup>th</sup> graders performing below the 40 <sup>th</sup> percentile on Aimsweb <sup>1</sup> by 1.1%.	

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**Definitions:**

<sup>3</sup> **Proficiency:** performance demonstrates that the student has a comprehensive understanding and has a thorough ability to apply the grade/course-level knowledge and skills defined by the Tennessee Academic Standards

<sup>4</sup> **Aimsweb:** RTI<sup>2</sup> universal screener that assesses each student's foundational reading skills

## 4. Action: Establish innovative strategies to position highly qualified educators in every classroom.

Objectives:	Alignment to Strategic Plan:
A. Maintain enrollment in KCS EPP <sup>5</sup> .	2a, 3a
B. Maintain enrollment in district-supported teacher pathways <sup>6</sup> .	
C. Increase the number of external applicants for teaching positions by 5%.	

## 5. Action: Recruit and retain highly effective teachers in areas of greatest need.

Objectives:	Alignment to Strategic Plan:
A. Retain 95% of highly effective teachers <sup>7</sup> .	2a, 3a
B. Increase the minimum teacher salary to \$48,500.	
C. Increase retention of teachers of color by 5%.	

## 6. Action: Create opportunities for educators to grow professionally and to receive exposure to leadership development.

Objectives:	Alignment to Strategic Plan:
A. Implement TeachKnox framework for professional development.	2a, 3a
B. Invest in high quality training and leadership development opportunities for school leaders and central office administrators.	
C. Leverage educator input and feedback to assess and improve professional development throughout the district.	

### Definitions:

<sup>5</sup> **Education Prep Provider (EPP):** post-secondary institution approved by the Tennessee State Board of Education to train students to become certified teachers

<sup>6</sup> **District-supported teacher pathways:** A pathway that KCS supports either through investments in program cost or mentor stipends (for example: Occupational Apprenticeship, Job-embedded, Grow Your Own pathways)

<sup>7</sup> **Highly effective teacher:** a teacher who receives a 4 or higher on their annual TIGER Evaluation (Teacher Instructional Growth for Effectiveness and Results)

## 7. Action: Reimagine systems and structures to ensure all students have access to college and career opportunities and are prepared for success after graduation.

Objectives:	Alignment to Strategic Plan:
A. Increase the percent of students participating in grade-level aligned guaranteed experiences <sup>8</sup> to 85%.	1c, 2b, 2c
B. Implement the curriculum and toolkits in the Secondary Counseling Handbook at all middle schools and develop a comparable implementation model for high school counselors.	
C. Increase the percent of students who have completed an aptitude assessment to 95% by the end of 8 <sup>th</sup> grade and 90% in 9 <sup>th</sup> grade.	

## 8. Action: Advance local business, post-secondary, and nonprofit partnerships for all schools.

Objectives:	Alignment to Strategic Plan:
A. Enhance and strengthen district-wide committees of business, post-secondary, and non-profit leaders to support schools.	2a, 2b, 2c, 3a, 3b
B. Establish a strategic framework through which businesses and community organizations or institutions can effectively support schools and major district initiatives.	

## 9. Action: Create meaningful industry and post-secondary experiences to instill students with the 865Ready Portrait of a Graduate characteristics: lifelong learner, effective communicator, collaborative teammate, creative problem-solver, and community-minded citizen.

Objectives:	Alignment to Strategic Plan:
A. Increase the percent of students enrolled in EPSOs <sup>9</sup> by 1.1%.	1c, 2a, 2b, 2c
B. Create a catalog of high-quality college and career exposure opportunities for elementary and middle school students.	
C. Increase ready graduate rate <sup>10</sup> by 1.8%.	

### Definitions:

<sup>8</sup> **Grade-level aligned guaranteed experiences:** Grade-level specific experiences centered on college and career exposure that students will have guaranteed access to through the 865 Academies (9<sup>th</sup> grade: Freshman Seminar and industry experiences; 10<sup>th</sup> grade: Post-secondary campus visit; 11<sup>th</sup> grade: Job shadowing)

<sup>9</sup> **EPSOs:** Early Post-Secondary Opportunity, such as Advanced Placement (AP), Cambridge International Examinations, College Level Examination Program (CLEP), Dual Enrollment, International Baccalaureate (IB), or Student Industry Certification

<sup>10</sup> **Ready graduate:** metric used by the State of Tennessee Department of Education to denote a high school graduate's "readiness" for future success. Ready graduates are students who meet at least one of the following criteria: ACT composite of 21 or higher (SAT 1060 or higher); four Early Post-Secondary Opportunities (EPSOs); two EPSOs and pass an industry certification; or two EPSOs and earn a qualifying score on the ASVAB (military entrance exam)

## 10. Action: Implement plans to address achievement gaps for underperforming student groups.

Objectives:	Alignment to Strategic Plan:
A. Increase math achievement among state identified groups <sup>11</sup> by 2.5%.	1a, 1b, 2a, 2b
B. Increase ELA achievement among state identified groups <sup>9</sup> by 2.5%.	

## 11. Action: Enhance processes to address mental health obstacles and challenges.

Objectives:	Alignment to Strategic Plan:
A. Develop effective processes to support student reentry from alternative school and for threat assessment case management.	2a, 2b, 2c
B. Decrease chronic absenteeism by 2.0%.	

## 12. Action: Execute Year Two strategies established in the Region 5 Strategic Plan.

Objectives:	Alignment to Strategic Plan:
A. Strategically leverage community partnerships to support the needs of students and families in Region 5.	1a, 1b, 2a, 2b, 2c
B. Increase 3 <sup>rd</sup> grade ELA proficiency <sup>3</sup> in Region 5 by 3.3%.	
C. Increase 8 <sup>th</sup> grade math proficiency <sup>3</sup> in Region 5 by 3.5%.	

### Definitions:

<sup>11</sup> State identified groups: traditionally underserved student groups consisting of ELL, special education, economically disadvantaged, and students of color

**13. Action: Maintain effective communication with the Board, staff, families, and other key stakeholders.**

Objectives:	Alignment to Strategic Plan:
A. Establish effective systems and structures to improve families' access to district information, resources, and supports.	3a, 3b
B. Maintain strategic relationships with key officials (Board, mayors, community leaders and organizations, etc.).	
C. Leverage multiple channels of communication to enhance awareness of district work priorities and mission among internal and external stakeholders.	

**14. Action: Leverage channels of community input to support the district's four priorities.**

Objectives:	Alignment to Strategic Plan:
A. Leverage law enforcement partnerships to enhance school safety and security.	3a, 3b
B. Collaborate with Regional Family and Teacher Councils to enhance engagement and forward district priorities.	
C. Collaborate with districtwide councils (CASL, CEO Champions, etc.) to enhance engagement and forward district priorities.	

**15. Action: Maximize the budget by aligning work and resources around the four district priorities.**

Objectives:	Alignment to Strategic Plan:
A. Produce an annual Return on Investment and comprehensive financial status report to monitor effectiveness of pilot and major-dollar initiatives.	3a, 3b, 3c
B. Compile data for the facility assessment software to inform development of the Capital Improvement Plan.	