

Draft

Knox County Schools



Deepening Our Work: Excellence for Every Child

Five-Year Strategic Plan
2014 - 2019

KCS Five-Year Strategic Plan Summary..... 1

KCS Goals 2

Table of contents 3

Table of contents 4

Table of contents 5

Table of contents 6

Table of contents 7

Table of contents 9

Table of contents 10

Table of contents 11

Table of contents 12

Table of contents 13

Table of contents 14

Table of contents 15

Table of contents 16

Table of contents 17

Table of contents 18

Table of contents 19

Table of contents 20

Table of contents 21

Table of contents 22

Table of contents 23

Table of contents 24

Table of contents 25

Table of contents 26

Table of contents 27

Table of contents 28

Table of contents 29

Table of contents 30

Table of contents 31

Table of contents 32

Table of contents 33

“As a large metropolitan district, and the third largest district in the state of Tennessee, the Knox County Schools serves an urban, suburban, and rural student population that is defined by the full range of race, culture, poverty, language and ability. As such, our district is proud of its consistent track record of outperforming all of its comparison districts with similar demographics, as well as the state as a whole, and improving student learning outcomes as evidenced by student achievement gains.”

- Dr. Jim McIntyre

Goal 1: Focus on Every Student

Why is this important?

Draft

We want our kids to be academically successful, college and career ready, economically competitive, and personally fulfilled in our increasingly complex world; to do this, we must personalize rigorous learning for every student.



Performance Targets

At least **75% of our kindergarteners will be ready for first grade** based on our First Grade Readiness Indicator

At least **75% of our 3rd graders will be proficient or advanced** on reading

At least **75% of our students in grades 3-8 will be proficient or advanced** in reading/ELA and math

At least **80% of our high school students will be proficient or advanced** in numeracy (Algebra I/II)

At least **90% of our high school students will be proficient or advanced** in literacy, English I/II

How will we do this?

We seek to accomplish this goal by focusing on three key objectives that provide every student rigorous, relevant, and engaging learning experiences that are uniquely tailored to his or her strengths, interests, learning preferences and areas for growth.

Objective 1: Guarantee Excellence in Teaching and Learning

- Maintain high universal standards for every student
- Strengthen students' academic foundations
- Cultivate the "whole child" by providing diverse learning opportunities
- Improve district-wide systems to monitor student learning
- Demand operational and administrative excellence to enable effective education

Objective 2: Personalize Learning

- Design technology-enabled personalized learning
- Differentiate instruction and provide appropriate academic interventions and enrichment opportunities
- Structure our schools to best meet the learning needs of students
- Continue to promote and provide multiple pathways to success

Objective 3: Facilitate High Quality Student Supports

- Strengthen and scale Community Schools
- Identify barriers to learning and provide timely and appropriate interventions
- Expand high quality early-learning opportunities
- Ensure that all students have a safe, healthy, inviting learning environment
- Provide intensive support to high-needs schools



Goal 2: Invest in Our People

Why is this important?

Draft

We recognize that our students can only achieve at their highest levels when our staff members are also excelling. We will continuously support, develop and grow our greatest asset: our teachers, leaders and staff.



Performance Targets

At least **95% of teachers, administrators, and all staff** will meet or exceed expectations

Double the number of schools that have an overall Level 5 TVAAS growth composite

2020 Pay Plan: Either our average teacher base pay we will be **one of the top 20** school systems in Tennessee or we will increase our average teacher base pay **20%** by 2020

How will we do this?

We seek to accomplish this goal by focusing on three key objectives that allow our employees to feel valued, supported, and motivated to become both leaders and learners in their work.

Objective 1: Build and Support Our Community of Continuous Learners

- Continually support and build the instructional capacity of our educators
- Improve teaching quality through collaboration
- Ensure all staff members receive calibrated, timely, and meaningful performance feedback
- Build capacity of our staff through high quality, tailored, and relevant professional development opportunities
- Create a regional school support structure

Objective 2: Build and Support Our Community of Leaders

- Encourage and authorize staff to be educational leaders and creative problem-solvers
- Develop and articulate robust career pathways
- Develop mid-career principal's and assistant principal's academies
- Articulate clear and explicit expectations for school principals
- Formalize autonomy structures for teachers and principals based on effectiveness

Objective 3: Value Our Hardworking People

- Recognize and respect our educators as professionals
- Secure competitive wages for all staff
- Revisit and redesign our strategic compensation program
- Create a teacher, leader, and staff appreciation initiative
- Transform Human Resources into a talent development partner for schools



Goal 3: Partner with Our Stakeholders

Why is this important?

Draft

We will be more successful for kids when we fully leverage the talents, resources, and support of our parents, partners, employees, and community.



Performance Targets

At least **90% of students and families** enjoy their educational experiences with their school

At least **90% of our school-based staff** will consider their school a good place to work and learn

At least **90% of students** will successfully complete Diploma +2

Double the number of meaningful partnerships

How will we do this?

We seek to accomplish this goal by focusing on three key objectives that ensure that all of our stakeholders - parents, students, staff, and community members - feel invited, welcomed, and engaged in our district's work because collectively, we can achieve more.

Objective 1: Build and Strengthen Our "One Big Team"

- Develop a robust community relations function
- Share our district's exciting work with all stakeholders

Objective 2: Invite and Earn Stakeholder Feedback

- Develop and promote differentiated stakeholder engagement opportunities
- Broadly utilize advisory groups to inform district decisions and actions

Objective 3: Improve Customer Service and Communication

- Ensure high levels of professionalism and customer service
- Diversify and streamline external communication channels
- Research and explore the utility of a Parent Resource Center
- Strengthen internal communications
- Develop and disseminate messaging toolkits for schools



Our Future: A Culture of Excellence

Why is this important?

Draft

We aspire to be an entire school system defined by excellence. We envision every adult working hard for children, continuously improving, and striving for excellence.



Performance Targets

We will earn a **Level 5 composite in growth** each year

We will **Double the number of Tennessee Reward schools**

At least **70% of our students will meet our College and Career Readiness Indicator**

We will **cut in half all achievement gaps**

How will we do this?

We believe that our strategy, as defined by our three goal areas, will help us create a Culture of Excellence that will ultimately lead to us meeting our ambitious vision of Excellence for Every Child. To us, a Culture of Excellence is exemplified by:

- Every School is a Great School
- Every Student is Nurtured and Academically Successful
- Every Staff Member is a Steward of Excellence
- Every Stakeholder is Invested and Productively Engaged

