

Toward 2020

**Creating a Shared Vision and
Strategic Plan for the
Knox County Schools**



Virtual Town Hall Housekeeping Tips

- Audio Options: 1) Through computer speakers; or 2) Dialing in: 213-416-1560; Access Code: 483 0081
- All attendees will be muted
- Q&A will be hosted through “chat” function; messages are private to presenters
- Meeting will be recorded and posted on www.knoxschools2020.org

Toward 2020

Creating a Shared Vision and Strategic Plan for the Knox County Schools

Dr. Jim McIntyre – Superintendent of Schools

Current Strategic Plan

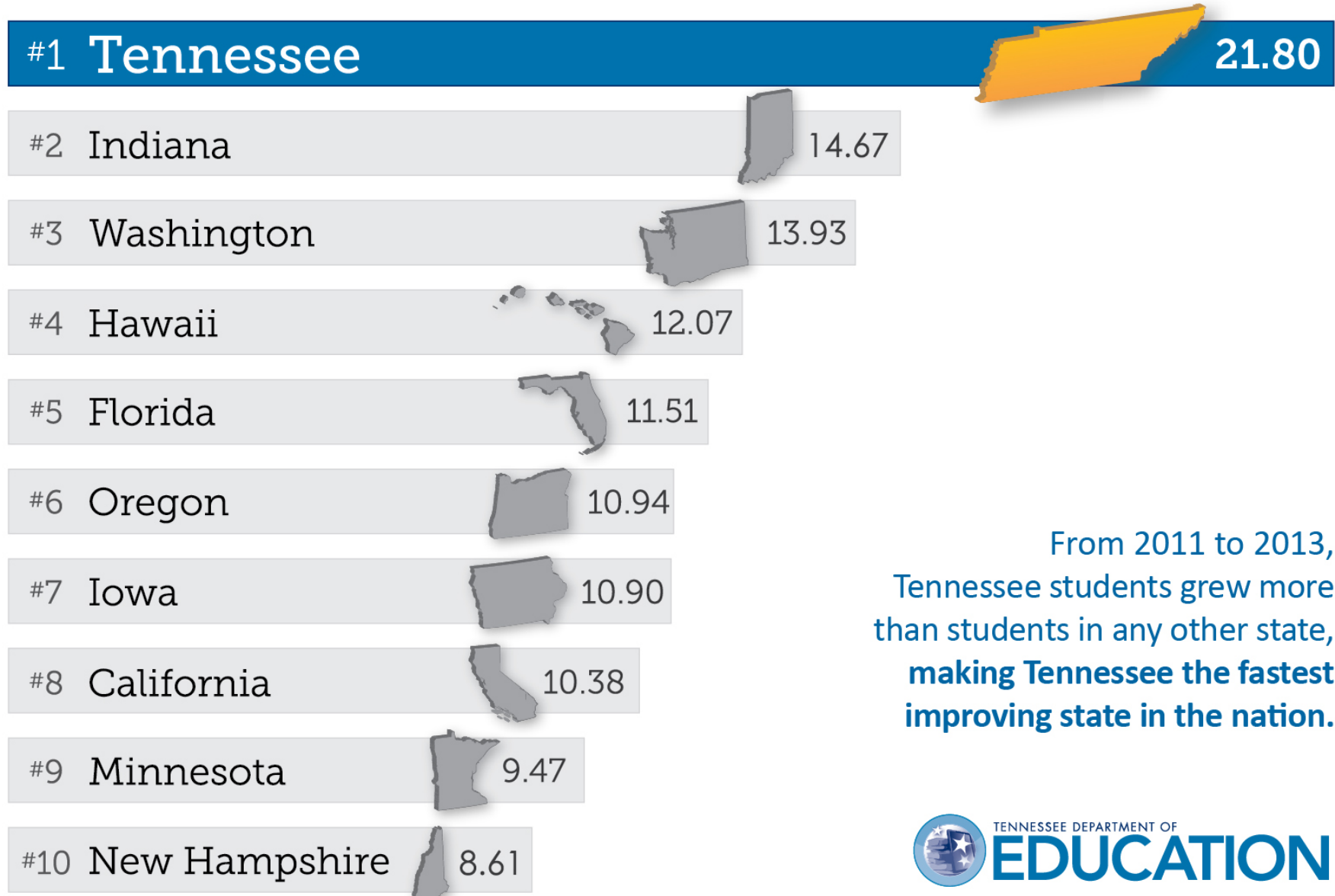
Excellence for All Children

Our Strategic Plan is our district's road map, resource allocation guide, and our to-do list

- **Focus on the student** to ensure they excel academically and are prepared for life beyond the classroom
- Recruit, induct, develop, support, promote, compensate and retain **effective educators**
- **Engage parents and community** in a meaningful way to support student learning
- Build the **infrastructure** to enable and support student learning and district goals
- Ensure that all adults are focused on achieving results for children (**accountability**)

Largest Growth on 2013 NAEP

National Assessment of Educational Progress, scale score growth across all four tests



From 2011 to 2013,
Tennessee students grew more
than students in any other state,
**making Tennessee the fastest
improving state in the nation.**

Knox County Schools A's in Achievement

Achievement					Value-Added			
Reading	Math	Science	Social Studies		Reading	Math	Science	Social Studies
A	A	A	A	Knox County Schools	B	A	B	A
B	A	B	A	State of Tennessee	B	A	B	B

“Among the fastest improving districts in the fastest improving state”

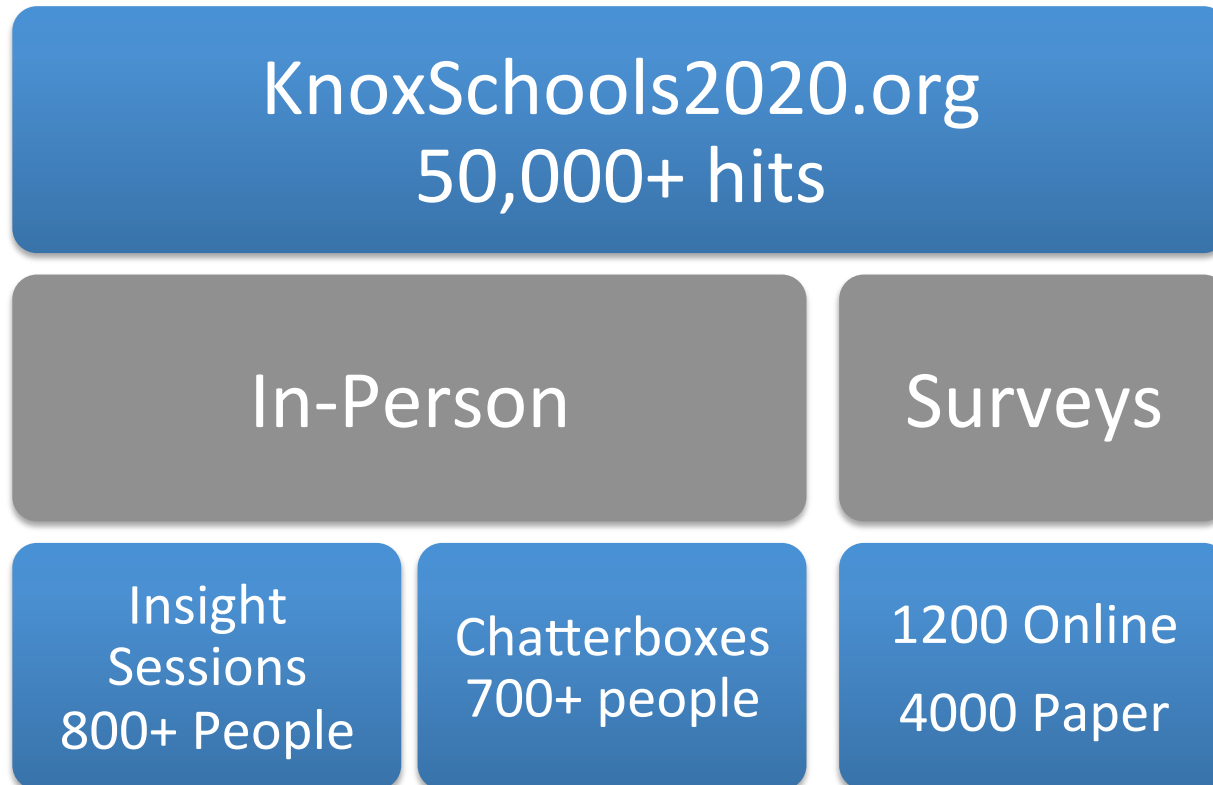


- Composite Level 5 value-added score
- Level 5 in Literacy, Numeracy, and combined Literacy and Numeracy
- No declines at any school from 2012



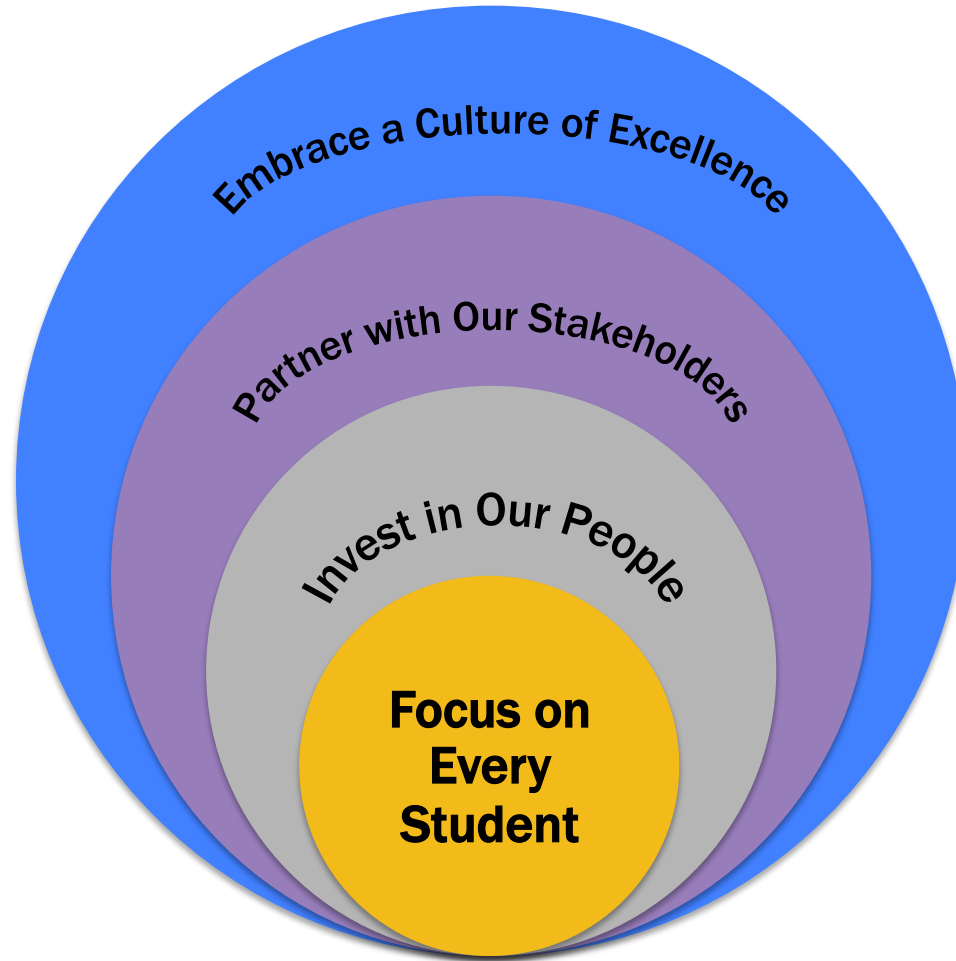
A Collective Effort A Collective Vision

Who We Heard From:



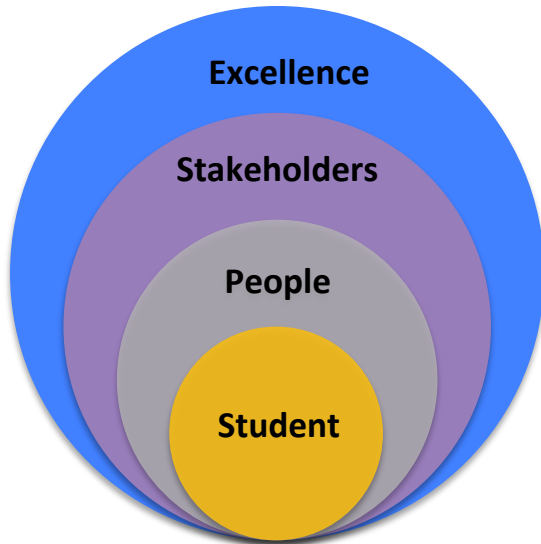
Our Four Goals

Excellence for Every Child



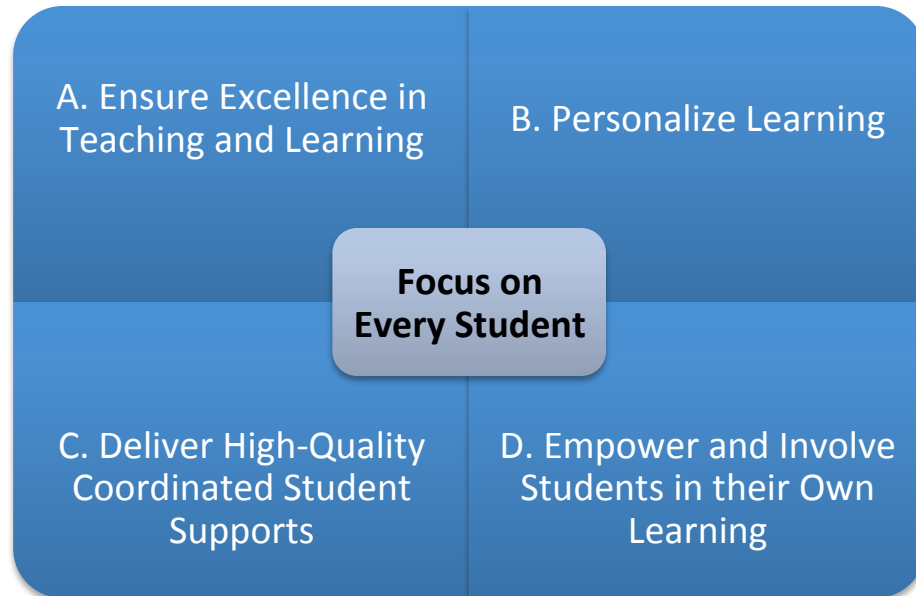
Goal 1

Focus on Every Student

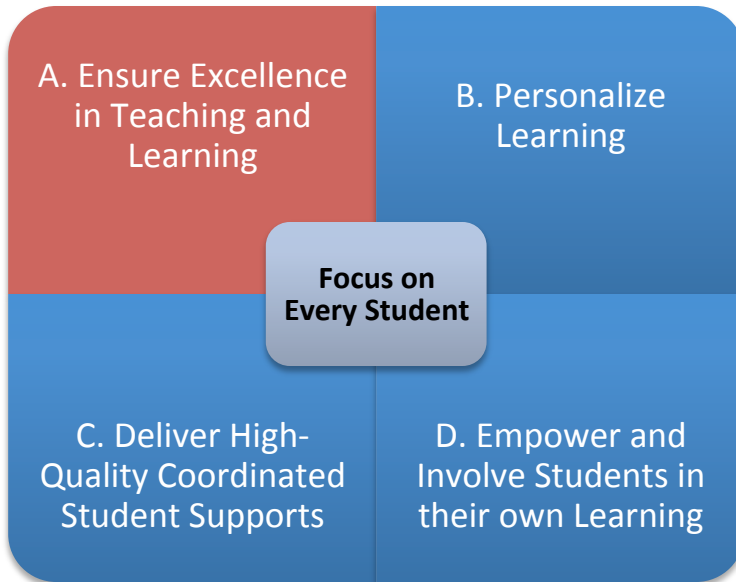


We want every student to be college and career ready, personally fulfilled, academically successful, and economically competitive in our increasingly complex world; to do this, we must focus on every student.

Our Strategy – Four Objectives

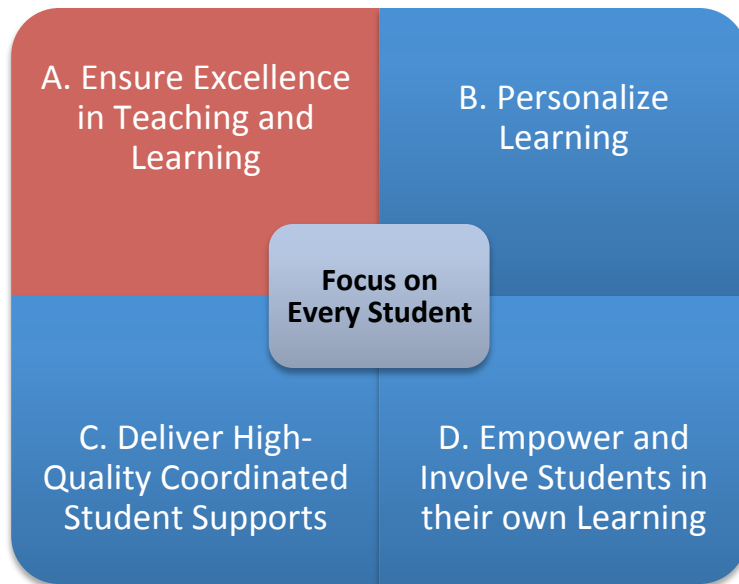


Ensure Excellence in Teaching and Learning (A)



What does that mean? It means that we commit to providing every child access to a high-quality and rigorous curriculum so that all students have the opportunity to learn

Ensure Excellence in Teaching and Learning (A)

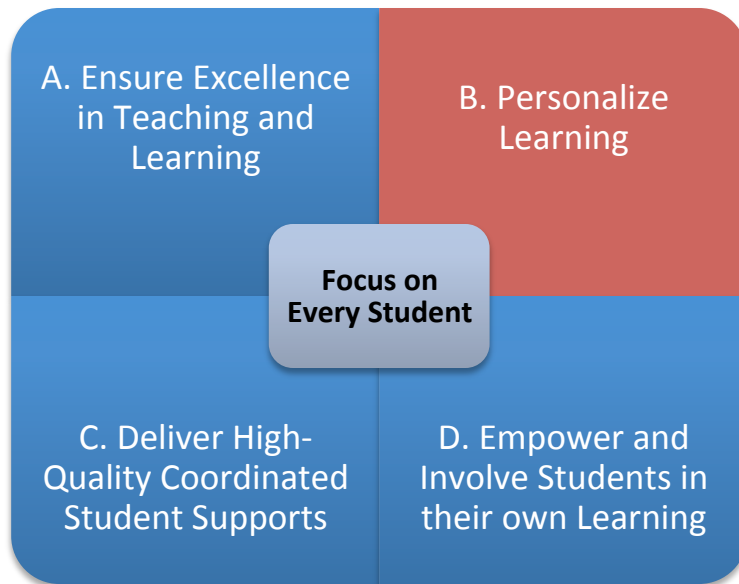


What does that mean? It means that we commit to providing every child access to a high-quality and rigorous curriculum so that all students have the opportunity to learn

What are some possible ways we could achieve this?

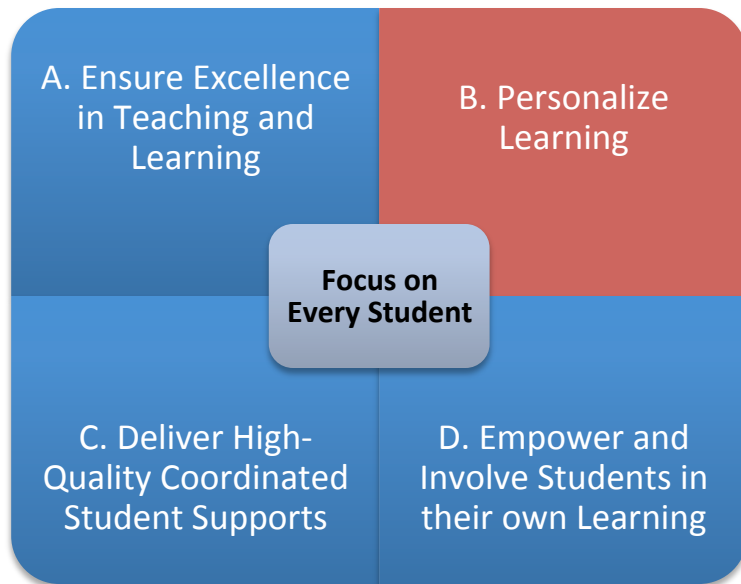
- Focus on literacy and numeracy while building creative critical-thinkers and problem-solvers
- Comprehensive focus on the “whole child”
- Consistently practice effective research-based instructional strategies
- Faithfully implement our curriculum
- Build standardized systems that allow for effective monitoring of student progress

Personalize Learning (B)



What does that mean? It means every child is unique and deserves learning opportunities that meet his/her individual needs

Personalize Learning (B)

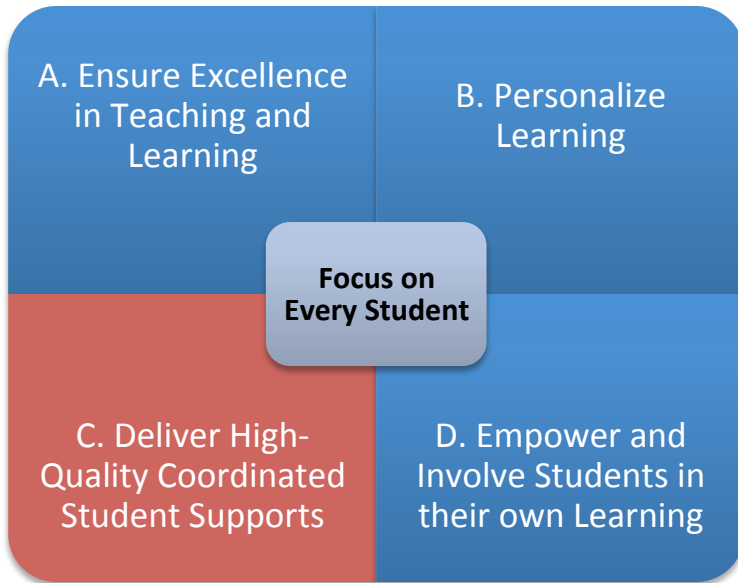


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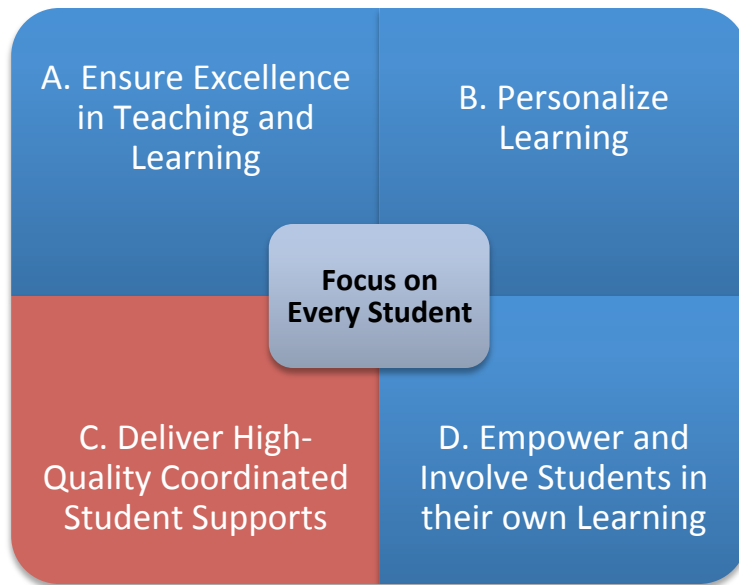
- Differentiated and supportive teaching and learning for *all* students (e.g. SPED, ELL, Gifted & Talented, etc.)
- Modify the school day and/or school year for interventions and enrichment
- Continue to invest in Instructional technology
- Continue to forge multiple pathways to graduation

Deliver High-Quality Coordinated Student Supports (C)



What does that mean? It takes a committed and coordinated support team to ensure the highest levels of student learning. This includes academic, social, and emotional supports to promote the overall wellbeing of a child.

Deliver High-Quality Coordinated Student Supports (C)

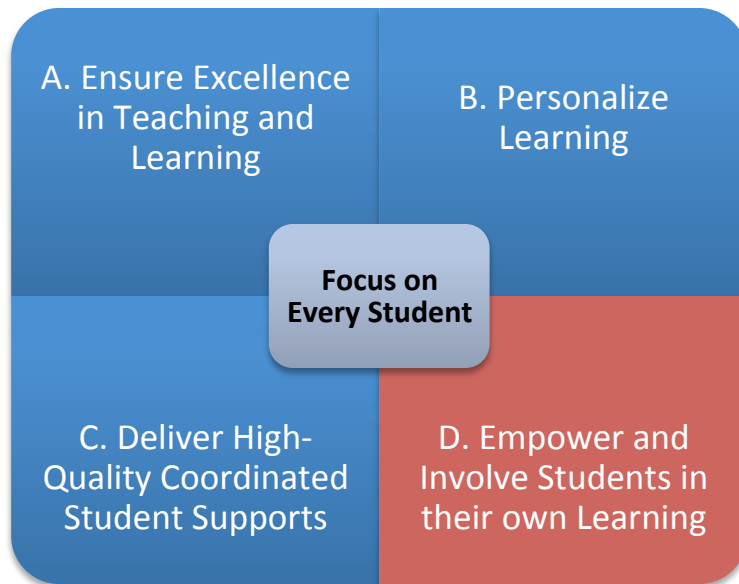


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What are some possible ways we could achieve this?

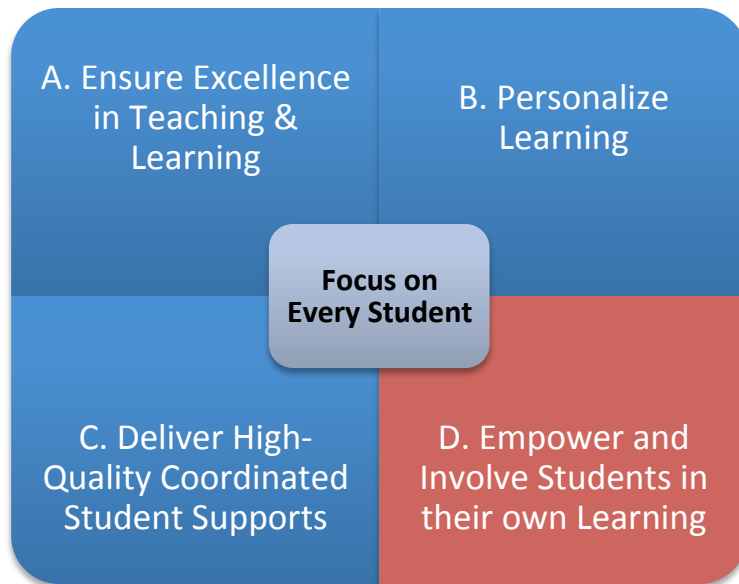
- Define, develop, and implement a systematic identification process for all students
- Expand high-quality early-learning opportunities
- Strengthen and scale community schools
- Create a coherent and aligned partnership strategy to ensure students receive high-quality supports

Empower and Involve Students in their Own Learning (D)



What does that mean? We want all of our students to take ownership of their learning and demonstrate perseverance in overcoming challenges on their way to becoming life-long learners

Empower and Involve Students in their Own Learning (D)



What are some possible ways we could achieve this?

- Provide students the opportunity to have voice and choice in their learning
- Formalize and expand peer leadership opportunities
- Design more opportunities for real-world learning

What does that mean? We want all of our students to take ownership of their learning and demonstrate perseverance in overcoming challenges on their way to becoming life-long learners

Goal 2

Invest in Our People



Every day our employees tirelessly work to make our district great and we want to not only appreciate their efforts but also continuously invest in their own professional development and growth.

Our Strategy – Four Objectives



Build and Support our Community of Learners (A)



What does that mean? Every Knox County Schools' employee is supported to engage in professional growth and innovation

Build and Support our Community of Learners (A)



What does that mean? Every Knox County Schools' employee is supported to engage in professional growth and innovation

What are some possible ways we could achieve this?

- Create regional support structures to provide more intense and timely support to our schools' staffs.
- Build professional development opportunities for all employees that are personalized, high-quality, timely, and relevant.
- Continue to provide our educators the necessary supports to personalize learning for all students.

Build and Support our Community of Leaders (B)



What does that mean? We want to continually build the capacity of our workforce and, as a result, want to provide opportunities for them to learn and lead.

Build and Support our Community of Leaders (B)



What are some possible ways we could achieve this?

- Create a mid-career Principals' Academy.
- Continue to invest in training our Assistant Principals for the Principal role
- More formally define, strengthen and broaden career pathways for instructional and non-instructional positions.

What does that mean? We want to continually build the capacity of our workforce and, as a result, want to provide opportunities for them to learn and lead.

Incent, Appreciate and Reward Our People (C)



What does that mean? Achieving excellence is neither easy nor convenient and it should be recognized and celebrated when achieved!

Incent, Appreciate and Reward Our People (C)



What are some possible ways we could achieve this?

- Strive to secure competitive wages for all of our employees
- Consider a strategic staffing model that targets our most effective educators at our most need schools
- Redesign strategic compensation model (i.e. APEX)

What does that mean? Achieving excellence is neither easy nor convenient and it should be recognized and celebrated when achieved!

All New Employees Meet Our Standards of Excellence (D)



What does that mean? We must ensure that every new member of the KCS team is aligned to our culture of excellence

All New Employees Meet Our Standards of Excellence (D)



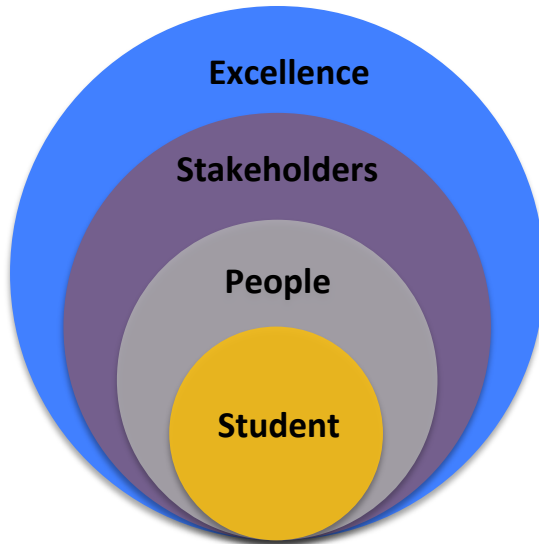
What are some possible ways we could achieve this?

- Design district-level recruitment and selection process
- Select and partner with teacher preparation programs aligned with our instructional philosophy
- Develop competencies, set expectations and “ways of being” for all KCS staff

What does that mean? We must ensure that every new member of the KCS team is aligned to our culture of excellence

Goal 3

Partner with Our Stakeholders



To reach our goals, we must partner with our students, parents, staff and community members because collectively, we can achieve more.

Our Strategy – Three Objectives

A. Strengthen
Community Partnerships
and Relations

B. Invite and Encourage
Stakeholder Feedback

**Partner with
Our
Stakeholders**

C. Clearly and Broadly
Communicate to
Enhance Collaboration



Strengthen Community Partnerships and Relations (A)



What does that mean? We want to build goal-oriented partnerships at the district and school level to enhance and further our efforts at improving student learning.

Strengthen Community Partnerships and Relations (A)



What are some possible ways we could achieve this?

- Establish a Community Relations function and conduct a review of current KCS practices
- Develop an expanded “Principal for a Day” model to include other roles within schools and the school system
- Continue to develop partnerships with nonprofits, community organizations, and local colleges and universities
- Develop and implement a strategic partnership plan

What does that mean? We want to build goal-oriented partnerships at the district and school level to enhance and further our efforts at improving student learning.

Invite and Earn Stakeholder Feedback (B)



What does that mean? We want and appreciate feedback from our stakeholders (students, parents, staff, and community members) and want to be sure there are multiple and consistent opportunities to provide input to help KCS make better decisions.

Invite and Earn Stakeholder Feedback (B)



What are some possible ways we could achieve this?

- Develop an advisory group structure to provide consistent feedback to central office leaders
- Implement an internal communication function so that all of our employees “speak with one voice”
- Review and redesign the District Advisory Council

What does that mean? We want and appreciate feedback from our stakeholders (students, parents, staff, and community members) and want to be sure there are multiple and consistent opportunities to provide input to help KCS make better decisions.

Clearly and Broadly Communicate to Enhance Collaboration (C)



What does that mean? We want to meet all stakeholders where they are by designing and using multiple communication channels to create opportunities for dialogue

Clearly and Broadly Communicate to Enhance Collaboration (C)



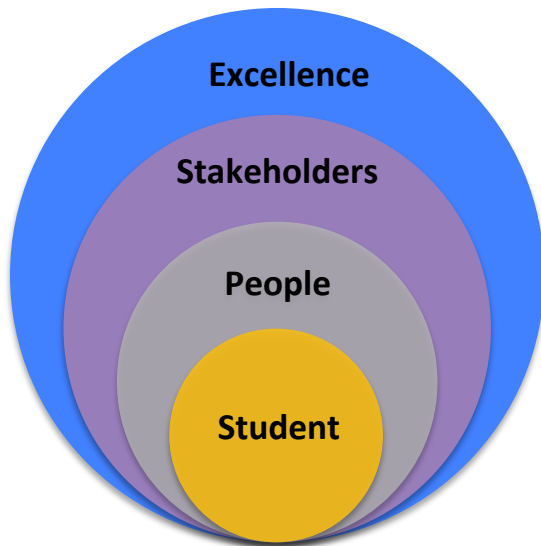
What are some possible ways we could achieve this?

- Develop and implement a focused social media strategy
- Create a KCS Call and/or Customer Service Center(s)
- Design and implement a way to produce communication toolkits for schools
- Develop and launch a Parent Resource Center

What does that mean? We want to meet all stakeholders where they are by designing and using multiple communication channels to do more than provide information; we want to create the conditions for robust and meaningful dialogue.

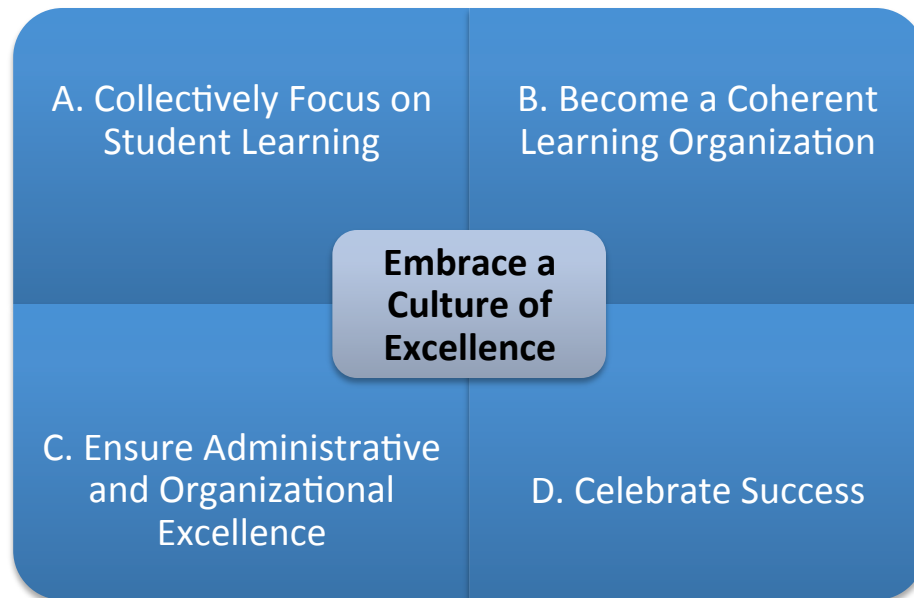
Goal 4

Embrace a Culture of Excellence

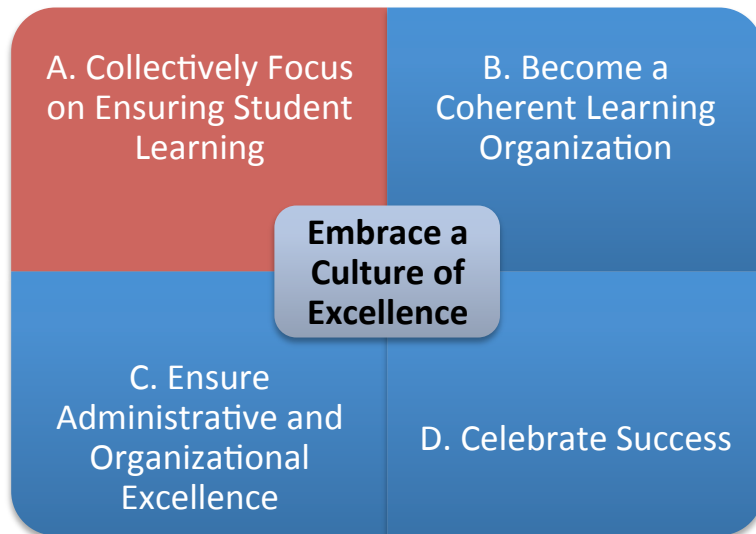


Our district has made strong progress in the past five years. To build upon that momentum and achieve *Excellence for Every Child*, however, we are going to need the collective commitment of all of our stakeholders.

Our Strategy – Four Objectives

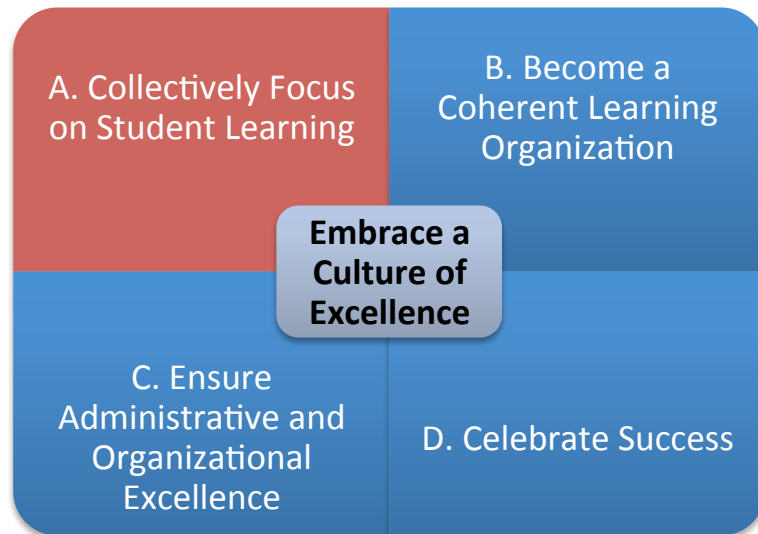


Collectively Focus on Student Learning (A)



What does that mean? To achieve our ambitious goal of *Excellence for Every Child*, we're going to need the support of our entire community; this needs to be a team effort.

Collectively Focus on Student Learning (A)

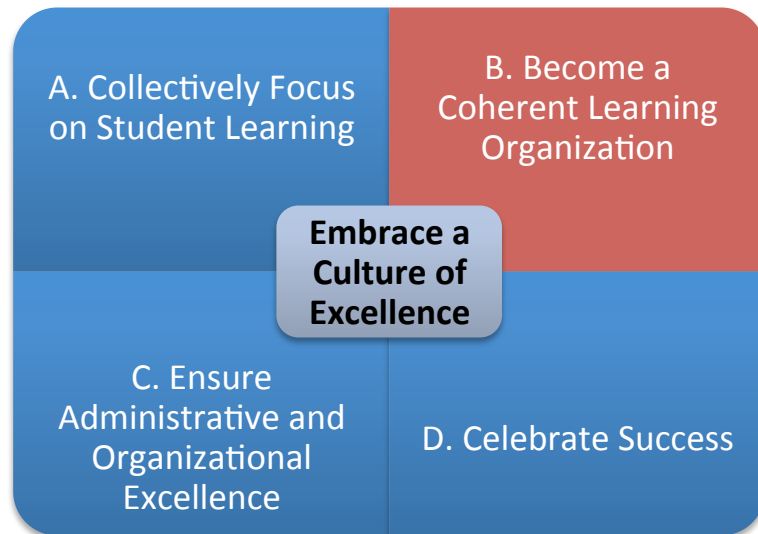


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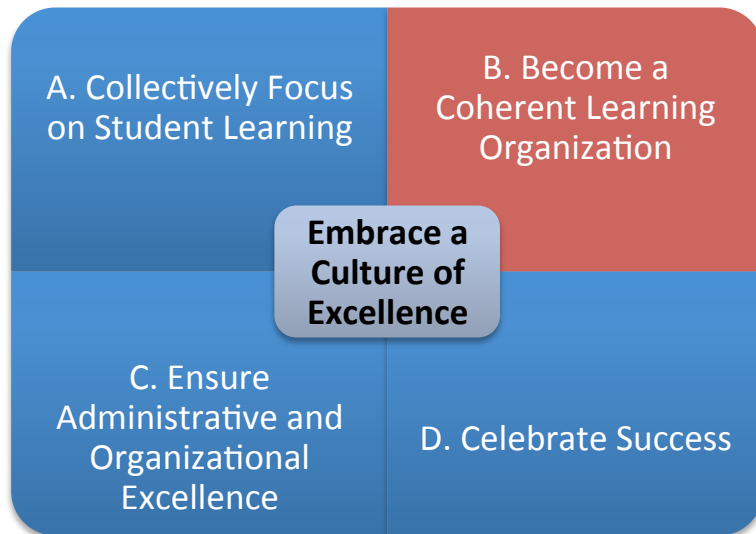
- Ensure that all students have a safe, healthy, inviting learning environment
- Explicitly define and hold high expectations for all students and staff
- Consistently provide our stakeholders with the bigger picture and provide opportunities for them to contribute

Become a Coherent Learning Organization (B)



What does that mean? As an organization, we need to continually reflect and assess our progress by soliciting feedback from our stakeholders

Become a Coherent Learning Organization (B)



What are some possible ways we could achieve this?

- Develop and implement feedback loops throughout the organization
- Evaluate the effectiveness of our programs and initiatives so that we appropriately course-correct
- Ensure that all employees are receiving regular feedback so they can continue to learn and grow professionally

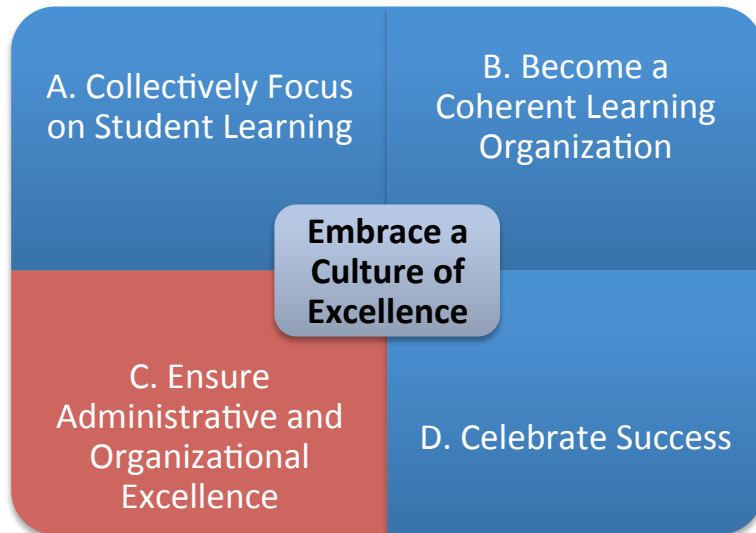
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Ensure Administrative and Organizational Excellence (C)



What does that mean? Excellence starts with our district's leaders – both at schools and in the central office.

Ensure Administrative and Organizational Excellence (C)

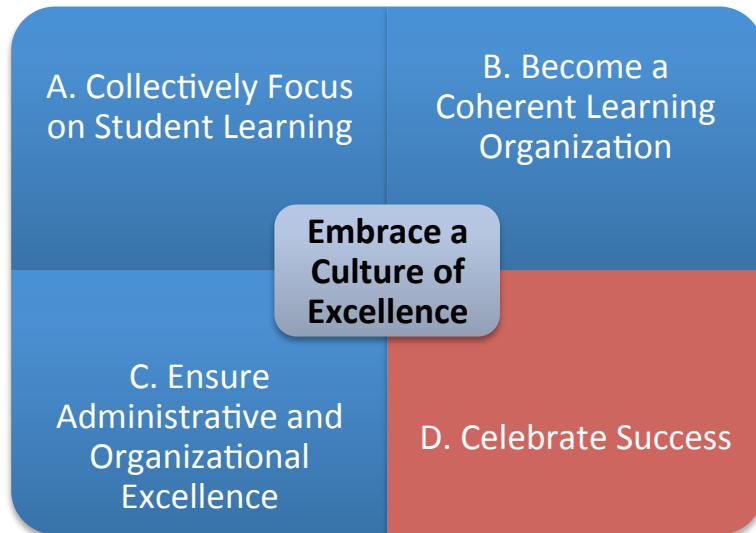


What are some possible ways we could achieve this?

- Continue to allocate our resources to maximize student learning
- Define, model, and ensure high levels of professionalism and customer service throughout our organization
- Continue to ensure individual, collective and mutual accountability for student learning

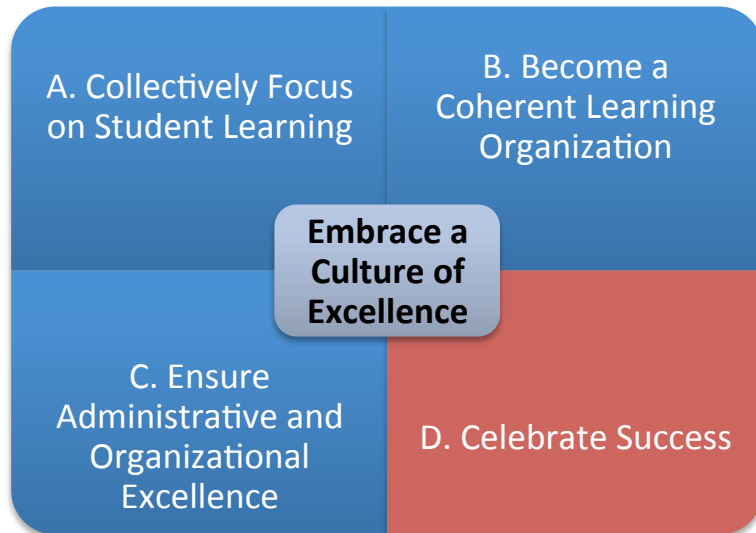
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Celebrate Success (D)



What does that mean? Teams and organizations that focus on and celebrate success create more success!

Celebrate Success (D)



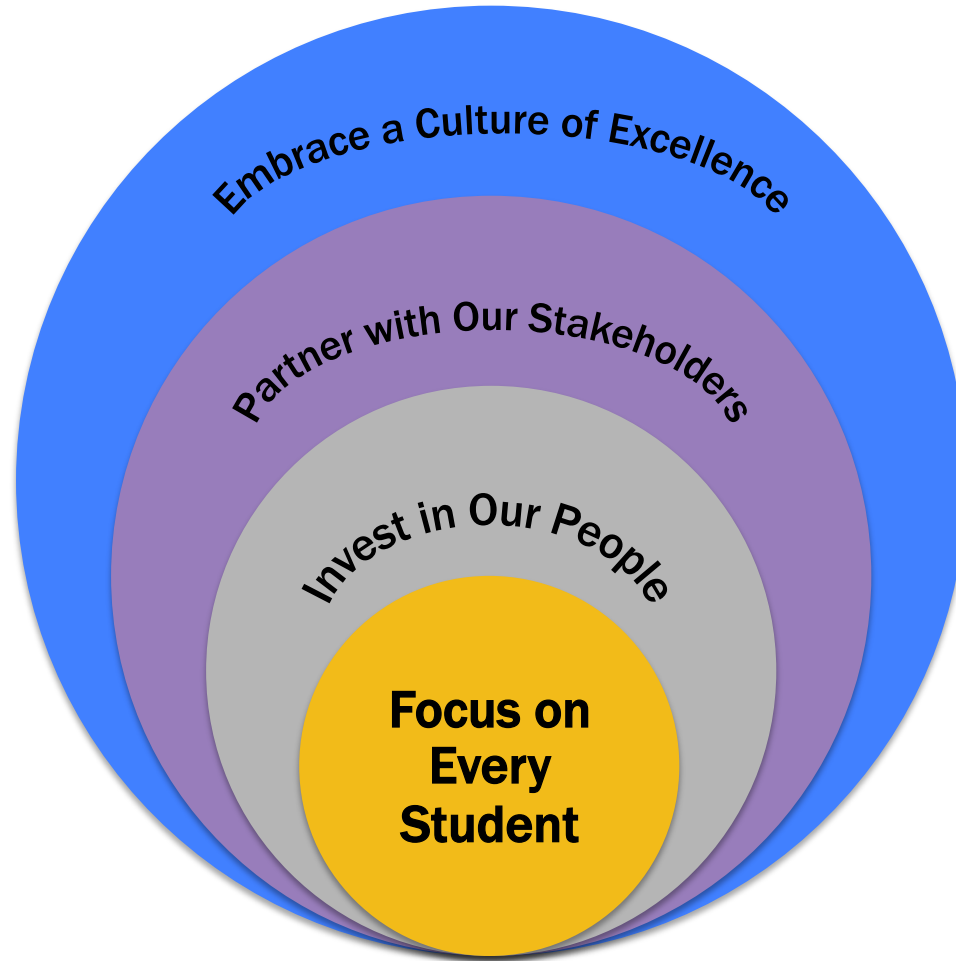
What are some possible ways we could achieve this?

- Create district-wide rituals that celebrate our staff, schools, and students
- Consistently showcase excellence to our broader community

What does that mean? Teams and organizations that focus on and celebrate success create more success!

Toward 2020

Excellence for Every Child



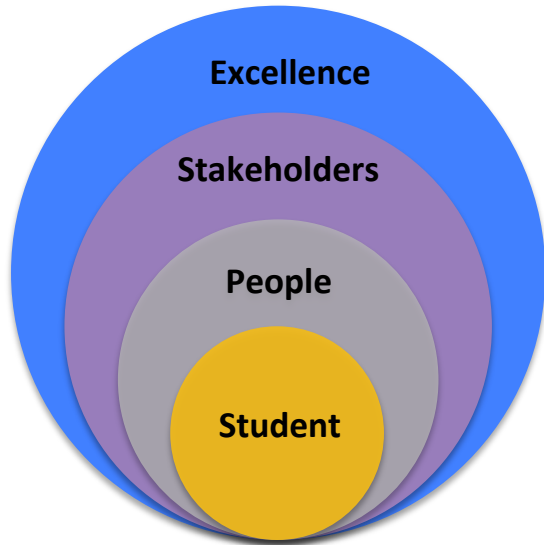
Our Commitments to Our Community

To achieve *Excellence for Every Child*, we:

- 
- Do what is **best** for students
 - Ensure that our **high expectations** for student learning drive all of our **work** and decisions
 - Act as a **community of learners** who are supported and empowered to professionally grow and innovate
 - Act as a **community of leaders** where each one of us purposefully models excellence, courage, service, and humility
 - Build **trusting relationships** with all of our stakeholders by speaking honestly and respectfully because collectively, we achieve more for students

Toward 2020

Your Feedback



Comments?

Questions?

Reactions?



- We're available 24/7; just email us: knoxschools2020@knoxschools.org
- Check out our website for the latest news: www.knoxschools2020.org
- In-person Town Hall: Thurs. 5/8; 6:00 pm at Sterchi Elementary School