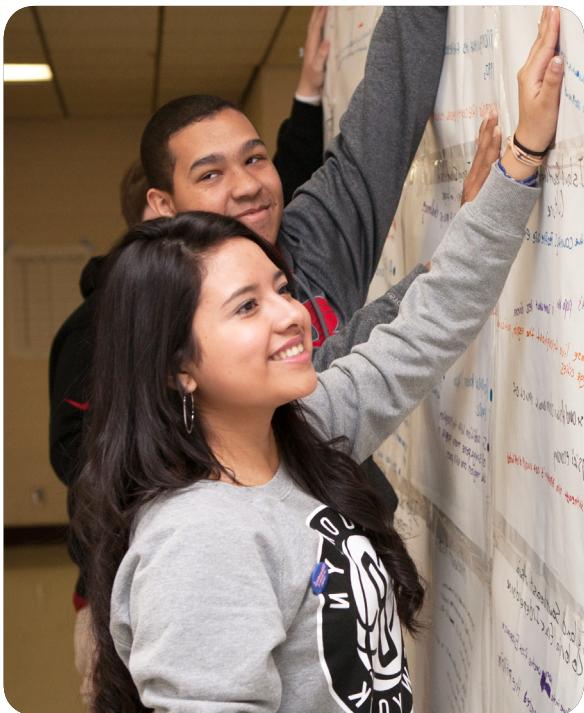
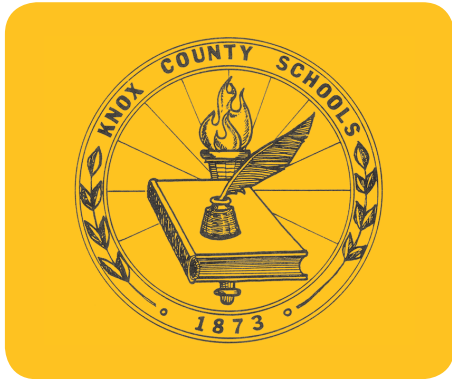




# Knox County Schools



# Deepening Our Work: Excellence for Every Child

Five-Year Strategic Plan  
2014 – 2019

## STEERING COMMITTEE

**Lynne Fugate**  
Chair, Board of Education

**Tim Burchett**  
Mayor, Knox County

**Madeline Rogero**  
Mayor, City of Knoxville

**Brad Anders**  
Chair, Knox County Commission

**Jekia Allen**  
Teacher, A.L. Lotts Elementary School

**Beth Barlow**  
Teacher, Holston Middle School

**Rev. Dr. John Butler**  
Pastor, Clinton Chapel AME Zion Church

**Mark Duff**  
Principal, Halls High School

**Mike Edwards**  
President, Knoxville Chamber

**Nadriene Jackson**  
Principal, Whittle Springs Middle School

**Wanda Lacy**  
Teacher, Farragut High School

**Dr. Jim McIntyre**  
Superintendent, Knox County Schools

**Darlene Miller**  
Principal, Karns Elementary School

**Phyllis Nichols**  
President, Knoxville Area Urban League

**Dr. Bob Rider**  
Dean, University of Tennessee

**Sandra Rowcliffe**  
President, Knox County Council PTA

**Buzz Thomas**  
President, Great Schools Partnership

**Tanya Thomas-Coats**  
President, Knox County Education Association

**Laurens Tullock**  
President, Cornerstone Foundation

**Frederick Washington**  
Community Representative, Wells Fargo Bank

**Dr. Anthony Wise**  
President, Pellissippi State Community College

## WORKING GROUP

**Dr. Jim McIntyre**  
Superintendent

**Dr. Elizabeth Alves**  
Chief Academic Officer

**Dr. Morgan Camu**  
Director of Strategic Planning

**Ginnae Harley**  
Director of Federal Programs

**Melissa Massie**  
Executive Director of Student Support Services

**Ron McPherson**  
Chief Financial Officer

**Russ Oaks**  
Chief of Staff

**Melissa Ogden**  
Director of Public Affairs

**Dr. Kathy Sims**  
Chief Human Resources Officer

**Millicent Smith**  
Executive Director of Curriculum, Instruction,  
and Professional Development

**Bob Thomas**  
Assistant Superintendent of Administrative Services

**Nakia Towns**  
Chief Accountability Officer

*As we look ahead to the next five years, we will continue to work with all of our stakeholders - students, families, staff, community members and our School Board - to deepen and accelerate our important educational work. This five-year strategic plan outlines the commitments, investments, strategies and initiatives that we will pursue in order to prepare each of our students for a bright, competitive and successful future, and bolster the strength and vitality of our remarkable community. In short, this is our community's blueprint to achieve our ambitious educational goal of Excellence for Every Child.*

- Dr. Jim McIntyre  
Superintendent

## Our Strategy



### Goal 1 Focus on Every Student

**Objective 1:** Guarantee Excellence in the Classroom

**Objective 2:** Personalize Learning

**Objective 3:** Facilitate High Quality Student Supports



### Goal 2 Invest in Our People

**Objective 1:** Build & Support Our Community of Learners

**Objective 2:** Build & Support Our Community of Leaders

**Objective 3:** Value Our Hardworking People



### Goal 3 Partner with Our Stakeholders

**Objective 1:** Build & Strengthen Our "One Big Team"

**Objective 2:** Invite & Earn Stakeholder Feedback

**Objective 3:** Improve Customer Service & Communication

**Our Vision:  
Excellence  
for Every  
Child**

## Our Future

**Culture  
of  
Excellence**

## Commitments to Our Community

As Knox County Schools, we always:

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; and

Build **trusting relationships with all of our stakeholders** by speaking honestly and respectfully because collectively, we achieve more for students.

# Goal 1: Focus on Every Student

## Why is this important?

Our passion for high-level student learning drives all of our work. We will focus on the specific learning and support needs of every one of our 57,000 individual students to ensure that they are academically successful, college and career ready, economically competitive, and personally fulfilled in an increasingly complex world.



### 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** in 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)

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

## How will we do this?

We promise to personalize learning, guarantee excellence in the classroom, and facilitate high quality student supports so that every student can come to school ready and excited to learn.

### Objective 1: Guarantee Excellence in the Classroom

- 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 to meet student learning needs
- Structure our schools to best meet the learning needs of students
- Continue to provide multiple pathways to success

### Objective 3: Facilitate High Quality Student Supports

- Strengthen and scale Community Schools
- Identify barriers to learning and provide academic interventions in all schools
- Expand high quality early-learning opportunities
- Ensure that all students have a safe, healthy, and inviting learning environment
- Provide intensive support for schools with significant need



# Goal 2: Invest in Our People

## Why is this important?

Our students can only achieve at their highest levels when our teachers, leaders, and staff also excel in their work. We will consistently build the capacity of our people by encouraging them to serve as a community of learners and leaders, so that together we can all strengthen our skills and learn new ones.



### 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

**Retain at least 90%** of our highest performing staff each year

**2020 Pay Plan:** Either our average teacher base pay 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 commit to supporting our staff every step of the way, treating them as the respected professionals they are, and celebrating their remarkable accomplishments in educating our students.

### Objective 1: Build and Support Our Community of Learners

- Support and build the instructional capacity of our educators
- Improve teaching quality through collaboration
- Provide adequate individual planning time for all teachers
- Ensure all staff members receive calibrated, timely, and meaningful performance feedback
- Build capacity of our staff through high quality, tailored, and relevant professional development
- Create a regional school support structure

### Objective 2: Build and Support Our Community of Leaders

- Encourage staff to be educational leaders and creative problem-solvers
- Develop and articulate robust career pathways
- Develop mid-career leadership academies
- Articulate clear expectations for school principals
- Clarify flexibility and autonomy for teachers and principals
- Give more autonomy to effective teachers and principals

### Objective 3: Value Our Hardworking People

- Respect our educators as professionals
- Secure competitive wages for all staff
- Redesign our strategic compensation program
- Create a staff appreciation initiative
- Transform Human Resources into a talent management partner for schools



# Goal 3: Partner with Our Stakeholders

## Why is this important?

We believe that our district is more capable of preparing our students for a bright future when we benefit from the talents, resources, and support of our broader community and all the stakeholders within it.



### Performance Targets

At least **90% of students and families** find they benefit from their school's educational experiences

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

**Double the number** of meaningful partnerships

## How will we do this?

We will more closely collaborate with all our partners to form “one big team” working for our students, inviting and earning stakeholder feedback so we can continue to know more and do better, and elevate our commitment to customer service and professionalism.

### Objective 1: Build and Strengthen Our “One Big Team”

- Develop a 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
- Employ advisory groups to inform district decisions
- Create systems to track and address feedback from stakeholders

### Objective 3: Improve Customer Service and Communication

- Uphold high levels of professionalism and customer service
- Diversify and streamline external communication channels
- Explore the use 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?

We are proud of the progress our students have made, but recognize that if we are to achieve our ambitious goals, we must collectively create a pervasive Culture of Excellence. Only then will every child have the opportunity to successfully reach their highest potential, regardless of whatever challenging circumstances they may face.



### Performance Targets

Earn a **Level 5 composite in growth** each year

**Double the number** of Tennessee Reward schools

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

**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; and
- Every stakeholder is invested and productively engaged.



