



KNOX COUNTY SCHOOLS

**Annual Action
Plan 2022-2023**

INTRODUCTION

In 2019, the Knox County Board of Education adopted a **five-year strategic plan**. The plan identifies three goals for the district: *increase student achievement, eliminate disparities, and create a positive culture*. Each goal is supported by three target objectives, which are as follows:

1. Increase Student Achievement

- a. Increase reading proficiency
- b. Increase math proficiency
- c. Increase rate of ready graduates

2. Eliminate Disparities

- a. Provide student supports
- b. Narrow achievement gaps
- c. Improve student access

3. Create a Positive Culture

- a. Exceptional place to work and learn
- b. Effective communication
- c. Strong fiscal management

To accomplish and deepen this work, Knox County Schools has identified **four strategic priorities**: *excellence in foundational skills, great educators in every school, career empowerment and preparation, and success for all students*. These priorities serve as a framework for organizing and deploying resources and supports across the district to ensure that all students are being equipped with the education, experiences, and relationships necessary to achieve success in a future of their choosing.

The **Annual Action Plan** is a one-year roadmap comprised of intentional strategies and target objectives designed to move the needle in each of the district's four strategic priorities. While priorities represent the long-term and consistent work of the district, strategies function as medium-term, multi-year tactics leveraged to make meaningful progress in each priority area. Target objectives are short-term, one-year goals designed to effectively and intentionally advance strategies. These objectives are established and selected based on historic, longitudinal data with an emphasis on areas of significant need and/or opportunities for significant impact.

2022-23 ANNUAL ACTION PLAN

Priority A: Excellence in Foundational Skills

Alignment to
Strategic Plan

1.	<p>Strategy: Align resources to introduce highly effective early literacy strategies</p> <p><u>Objectives</u></p> <ul style="list-style-type: none"> ▪ Increase 3rd grade proficiency rates on TCAP by 1.9% ▪ Decrease percent of 3rd graders performing below the 40th percentile on Aimsweb by 1.5% 	1a, 1c, 2b
2.	<p>Strategy: Align resources to introduce highly effective early math strategies</p> <p><u>Objectives</u></p> <ul style="list-style-type: none"> ▪ Increase Algebra I proficiency rates by 2.5% ▪ Increase math proficiency for 6th-8th graders by 2.2% 	1b, 1c, 2b
3.	<p>Strategy: Concentrate resources to ensure highly effective reading and writing strategies are being implemented in every ELA classroom districtwide</p> <p><u>Objectives</u></p> <ul style="list-style-type: none"> ▪ Increase ELA proficiency for 3rd-8th grade by 1.9% ▪ Decrease percent of students performing below the 40th percentile on Aimsweb by 1.7% 	1a, 1c, 2b

2022-23 ANNUAL ACTION PLAN

Priority B: Great Educators in Every School

Alignment to
Strategic Plan

4.	<p>Strategy: Establish innovative strategies to address teacher shortage</p> <p><u>Objectives</u></p> <ul style="list-style-type: none"> ▪ Increase enrollment in EPP by 10% ▪ Increase enrollment in district GYO programs by 15% ▪ Increase participation in job-embedded programs by 5% 	2a, 3a
5.	<p>Strategy: Recruit and retain highly effective teachers in areas of greatest need</p> <p><u>Objectives</u></p> <ul style="list-style-type: none"> ▪ Increase retention of highly effective teachers by 2% ▪ Increase teacher compensation by 4% ▪ Increase percent of teachers of color by 5% 	2a, 3a
6.	<p>Strategy: Create opportunities for educators to grow professionally and to receive exposure to leadership development</p> <p><u>Objectives</u></p> <ul style="list-style-type: none"> ▪ Develop a district plan for intentional professional development based on student data ▪ Identify and pilot innovative and intentional approaches to instruction ▪ Solicit and leverage staff feedback to structure high-quality District Learning Days 	2a, 3a

2022-23 ANNUAL ACTION PLAN

Priority C: Career Empowerment and Preparation

Alignment to
Strategic Plan

7.	<p>Strategy: Organize and reorganize school processes and structures to ensure all students have access to opportunities and are prepared for success after graduation</p> <p><u>Objectives</u></p> <ul style="list-style-type: none"> ▪ Increase the number of high schools engaged in The 865 Academies to 10 ▪ Increase the number of counselors trained in the process of developing career-ready students by leveraging the Ford NGL network ▪ Increase the percent of students who have completed an aptitude assessment to 75% in 7th grade and 77% in 9th grade 	1c, 2b, 2c
8.	<p>Strategy: Advance local business partnerships for every school within the district</p> <p><u>Objectives</u></p> <ul style="list-style-type: none"> ▪ Establish a formal, district-wide committee of business leaders to support schools ▪ Enhance relationships between local businesses to support the work of The 865 Academies, PIE, the Clothing Center, the Teacher Depot, and other initiatives 	2a, 2b, 2c, 3a, 3b
9.	<p>Strategy: Implement processes to equip every student with the characteristics defined in the KCS Portrait of a Graduate: lifelong learner, effective communicator, collaborative teammate, creative problem-solver, and community-minded citizens</p> <p><u>Objectives</u></p> <ul style="list-style-type: none"> ▪ Increase the percent of students enrolled in EPSOs by 1.6% ▪ Increase the percent of students awarded industry certifications by 2.8% ▪ Increase post-secondary enrollment in TN Achieves by 2.5% 	1c, 2a, 2b, 2c

2022-23 ANNUAL ACTION PLAN

Priority D: Success for Every Student

Alignment to
Strategic Plan

<p>10.</p>	<p>Strategy: Establish plans to address achievement gaps for underperforming student groups</p> <p><u>Objectives</u></p> <ul style="list-style-type: none"> ▪ Increase math achievement among state identified groups by 2.7% ▪ Increase ELA achievement among state identified groups by 2.5% 	<p>1a, 1b, 2a, 2b</p>
<p>11.</p>	<p>Strategy: Initiate processes to address mental health obstacles and challenges</p> <p><u>Objectives</u></p> <ul style="list-style-type: none"> ▪ Establish a Whole Child Support Team in every elementary, middle, and high school ▪ Decrease chronic absenteeism by 2.1% ▪ Establish a process for local law enforcement to review and collaborate on state-mandated safety plan 	<p>2a, 2b, 2c</p>
<p>12.</p>	<p>Strategy: Develop a strategic plan to address needs for underperforming schools</p> <p><u>Objectives</u></p> <ul style="list-style-type: none"> ▪ Establish a formal plan for community involvement and engagement in development of multi-year plan ▪ Increase ELA achievement for underperforming schools by 2.8% ▪ Increase math achievement for underperforming schools by 3.0% 	<p>1a, 1b, 2a, 2b, 2c</p>

2022-23 ANNUAL ACTION PLAN

Leadership of District

Alignment to
Strategic Plan

13.	<p>Strategy: Build methods to effectively communicate with the Board, staff, families, and other key stakeholders</p> <p><u>Objectives</u></p> <ul style="list-style-type: none"> ▪ Develop a regular method for communicating with families regarding the work and occurrences within the district ▪ Develop strategic relationships with key officials (Board, mayors, community leaders and organizations, etc.) ▪ Leverage multiple channels of communication (media, social media, speaking engagements, etc.) to enhance awareness of district work, priorities, and mission 	3a, 3b
14.	<p>Strategy: Establish channels of community input to support the district's four priorities</p> <p><u>Objectives</u></p> <ul style="list-style-type: none"> ▪ Establish school-based family and community input and engagement opportunities ▪ Establish structures for input and engagement at the regional level ▪ Establish structures for input and engagement at the district level 	3a, 3b
15.	<p>Strategy: Establish priorities and strategies to accelerate student achievement and growth. Maximize the budget and resources and align the district office to support the work of the four district priorities.</p> <p><u>Objectives</u></p> <ul style="list-style-type: none"> ▪ Develop an annual Return on Investment report ▪ Reorganize Central Office to regionalize schools and concentrate district resources more intentionally around schools 	3a, 3b, 3c