



2019-2024

Increasing Student Achievement

Eliminating Disparities

Creating a Positive Culture

STRATEGIC PLAN



Our vision is to grow lifelong learners who contribute their talents, strengths and skills to build a stronger community.

On behalf of the Board of Education and Knox County Schools, I am pleased to present this new five-year strategic plan.

This plan represents priorities our community helped identify as necessary for our school system to continuously improve and provide our students the best education possible.

It is a living document that will drive future decisions and serve as the roadmap to success for all students. Included in the plan are clear benchmarks and identifiable ways to measure progress. We thank everyone who participated in the process. It is evident public education is a priority in Knox County and for that we are grateful.



While there is much to be proud of in our schools, there is work yet to be done. With these goals and expectations, we are positioned to raise the level of achievement for all students. We want to educate and graduate your children – our future – by providing them every opportunity to reach their fullest potential. But we can't do this alone.

The success of our students depends heavily on the support and involvement of our families and community. I hope you will share in this journey alongside us as we move forward and upward.

I assure you we will maintain an open line of communication and provide avenues for engagement as we dedicate ourselves to this shared vision for Knox County Schools.

Bob Thomas

Superintendent
Knox County Schools

Knox County Schools at a Glance 2020-2021

9 DISTRICTS

- Each district elects one representative to the Board of Education, which governs the school system

88 SCHOOLS

- 50 Elementary Schools
- 16 Middle Schools
- 16 High Schools
- 6 Special Schools



61,526 STUDENTS

- Asian – 3%
- Black/African American – 16.9%
- Hispanic/Latino – 10.8%
- Native American/Alaska Native – 0.4%
- Native Hawaiian/Pacific Islander – 0.3%
- White – 68.7%

120+ LANGUAGES/DIALECTS

- Spanish – 7.9%
- Arabic/Egyptian/Lebane – 0.6%
- Chinese – 0.5%
- Mayan – .04%
- Swahili/Kiswahili – 0.3%
- Kirundi – 0.3%

TRANSPORTATION

- 340 Buses traveling over 3.5 million miles per year serving 526 square miles

22,000 MEALS SERVED DAILY

- Of those meals, 74% are free/reduced

ANNUAL OPERATING BUDGET

- \$503,847,000



Knox County Board of Education

Susan Horn, Chair	District 5
Virginia Babb, Vice Chair	District 4
Evetty Satterfield	District 1
Jennifer Owen	District 2
Daniel Watson	District 3
Betsy Henderson	District 6
Patti Bounds	District 7
Mike McMillan	District 8
Kristi Kristy	District 9

*As of March 2021

Mission Statement

To provide excellent and accessible learning opportunities that empower all students to realize their full potential

GOAL	OBJECTIVES	INITIATIVES
<h2>1 INCREASING STUDENT ACHIEVEMENT</h2> <p>Knox County Schools is committed to providing every student with a high-quality education. Our professional educators promote student growth and academic success in a way that prepares students to thrive in a flourishing community. Our goal of continuous improvement in reading and math proficiency will propel students toward their desired postsecondary path.</p>	Reading Proficiency	<p>Reading Proficiency</p> <ul style="list-style-type: none"> • Provide dedicated and qualified instructional reading support for elementary schools • Continue training pre-K and elementary teachers with effective strategies for how to diagnose barriers to reading <p>Math Proficiency</p> <ul style="list-style-type: none"> • Design and use, with intention, real-world projects and programs that are engaging and relevant, to increase intrinsic motivation for students to progress <p>Ready Graduates</p> <ul style="list-style-type: none"> • Create and implement a plan for all high schools to increase composite ACT scores • Align career and technical course offerings to ensure progress toward industry certification • Develop school-level plans to increase the number of students completing Advanced Placement, International Baccalaureate, Cambridge International, dual enrollment, and/or technical/career courses prior to graduation • Educate students and families on how to navigate all aspects of college and career entry
	Math Proficiency	
	Ready Graduates	
<h2>2 ELIMINATING DISPARITIES</h2> <p>Knox County Schools is working to eliminate disparities in both academic achievement and discipline and to provide access to learning opportunities that reflect a rich diversity in a culturally sensitive manner. The district will continue to place priority on preparing our students to interact in our increasingly diverse society. We will focus on whole-child development through education in the arts, physical activity, wellness, STEM (Science, Technology, Engineering, and Math), and world languages.</p>	Provide Student Supports	<p>Provide Student Supports</p> <ul style="list-style-type: none"> • Develop a well-executed principal preparedness program to train effective, visionary administrators • Equip educators and align resources, tools and training to be culturally responsive, build positive relationships, and reflect the diverse needs for ALL students • Provide training of all staff in Adverse Childhood Experiences, monitor progress and refine best practices of behavior support systems to address specific school needs (Behavior support systems may include, but are not limited to, ACEs, PBIS, Restorative Practices and Cultural Competency) • Seek and advocate funding for additional mental health professionals • Engage our whole school community to educate and respond to bullying based on research and evidence-based practice, effective pedagogy and strong partnerships <p>Narrow Achievement Gaps</p> <ul style="list-style-type: none"> • Use multiple strategies to recruit and retain experienced educators at high-needs schools • Maintain commitment to providing effective class sizes for instructional, academic and behavioral support • Continue to invest in the professional growth and support of all educators by offering training and learning opportunities tailored to meet individual needs <p>Improve Student Access</p> <ul style="list-style-type: none"> • Develop strategies to ensure student access to advanced academic programs and Career & Technical Education courses • Continue to review, evaluate and strengthen special education services for students with disabilities • Maintain and reinforce the KCS commitment to arts education
	Narrow Achievement Gap	
	Improve Student Access	
<h2>3 CREATING A POSITIVE CULTURE</h2> <p>Knox County Schools seeks to create a culture of open communication among students, faculty and staff and to promote transparent, two-way dialogue with stakeholders. The district will continue to build a team of outstanding teachers and administrators and to compensate them at a level that reflects our high standards. We will also emphasize fiscal responsibility by ensuring strong management and oversight systems.</p>	Exceptional Place to Work and Learn	<p>Exceptional Place to Work and Learn</p> <ul style="list-style-type: none"> • Improve regional standing for teacher compensation with competitive salaries and benefits • Improve support personnel compensation (i.e. educational assistant, security, maintenance, custodial, food service and secretarial positions) • Create a Minority Educators Advisory Council to address and enhance staff diversity • Continue to evaluate and improve working and learning conditions <p>Effective Communication</p> <ul style="list-style-type: none"> • Develop district-wide communication plan focused on increasing engagement with staff and families • Engage community voice and stakeholder advisory groups to gather input and recommendations for district improvements • Provide annual report and ongoing updates on strategic plan initiatives <p>Strong Fiscal Management</p> <ul style="list-style-type: none"> • Clarify and strengthen financial procedures and practices at district/school levels to reduce audit findings • Ensure transparency in the program evaluation and budget process • Continue to implement best practices in managing capital assets and transportation services
	Effective Communication	
	Strong Fiscal Management	