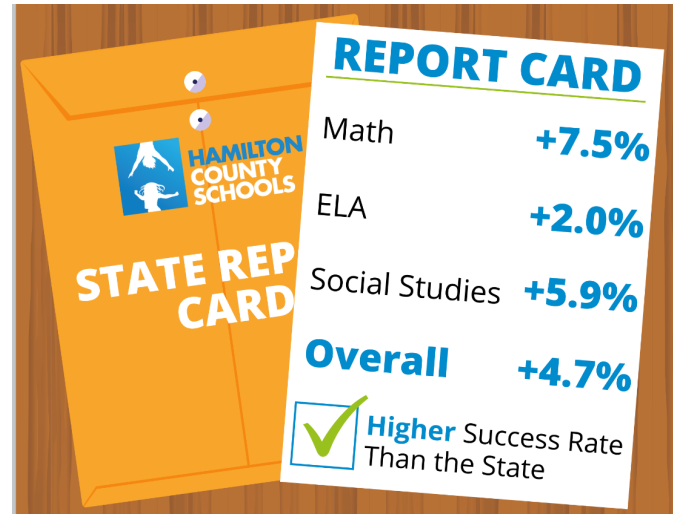# Accelerating Student Achievement

- **Set clear learning targets for every lesson.**
- **Deeply understand state academic standards.**
- **Build rigorous, aligned assessments.**
- **Consistently implement instructional best practices.**
- **Close the opportunity gap.**

Key Accomplishments

After reorganizing the teaching and learning team with a laser-focus on instruction, the district trained all teachers on the expectation that, for every lesson, students would know what they would learn and be able to do at the end of that lesson. This expectation led teacher teams to gain more intimate knowledge of standards as they were breaking down expectations in daily bites. We launched an aligned K-12 district-wide benchmark, CASE, to help progress monitor student mastery of the standards, while securing a formative assessment platform, Mastery Connect, for teachers to access rigorous items for student work. The district deployed a learning management system, CANVAS, to stimulate professional development and knowledge sharing across the district. Finally, we worked to lay the foundation for multi-tiered systems of support to advance equity for all students. These efforts resulted in historic outcomes for our district with 32 Reward Schools and 45 Level 5 Growth schools, as we became the Fastest Improving District in Tennessee.

STATE REPORT CARD

REPORT CARD

Math	**+7.5%**
ELA	**+2.0%**
Social Studies	**+5.9%**
Overall	**+4.7%**

✓ **Higher** Success Rate Than the State

HAMILTON COUNTY SCHOOLS:
FASTEST-IMPROVING
SCHOOL DISTRICT IN TENNESSEE

Growth Ranking

#2 2018-2019

#77 2017-2018

#130 2016-2017

What's Next

- Focusing on early literacy instruction through piloting and adopting high-quality materials
- Developing high functioning professional learning communities and collaborative planning teams in every school
- Strengthening intervention practices with the support of district-wide intervention personnel and resources
- Expanding social emotional learning practices with Student Success Planning and the By All Means consortium, adding six high schools to pilot next year
- Ensuring school-wide, multi-tiered positive behavior interventions and supports at all schools
- Integrating the full continuum of exceptional education supports in all schools
- Supporting English language learners with tools for monitoring progress of language acquisition and developing individual learning plans

Future Ready Students

- **Engage every child, every day.**
- **Prepare all students for college and career.**

Key Accomplishments

Ensuring that students are future ready was front and center, as we launched Future Ready Institutes in 13 high schools with 28 programs currently available, including our first TCAT academy at Sequoyah High School. Student engagement and well-rounded education was enhanced through expanded access to visual arts education in elementary school, as well as the roll-out of 1:1 technology in high school and middle school. Our community was recognized one of the best for music education. The district also earned recognition as a world leader in digital fabrication with 18 eLabs. Moreover, our Gestamp program was the first in Tennessee to be designated by the U.S. Department of Labor as a registered apprenticeship. Our students earned a record-setting $95 million in scholarship offers in 2019, and we had the highest graduation rate since 2013 at 86.9%.

What's Next

- Expanding work-based learning programs through Perkins Reserve competitive grant funding
- Improving early post-secondary access at six high schools through Gates Foundation grant
- Staffing up Innovation and Choice team with instructional technology and STEM coaching resources to support 16 teacher-led innovation cohorts and expand innovative learning opportunities
- Guiding up to eight schools to earn STEM designations from state
- Expanding eLabs to five additional schools annually
- Offering ACT preparation courses at all high schools

Efficient & Effective Operations

- **Enhance student safety and school security.**
- **Establish long-term plan for transportation service model.**
- **Establish long-term plan for facilities maintenance and capital improvements.**
- **Leverage technology to improve operational efficiency.**
- **Optimize budget and resource utilization.**

Key Accomplishments

Achieving operational efficiency and effectiveness is a goal that will help us support teaching and learning by directing more resources to our classrooms. Student safety is an urgent priority and the district implemented Raptor visitor management systems, video surveillance, and controlled access doors to protect our schools. For 'the first time in district history, we allocated funds to secure School Resource Officers from the Hamilton County Sheriff's department. We completed the RFP process for a new transportation provider, FirstStudent, with a more robust contract including performance standards and penalties. Our district integrated technology enhancements to improve our business processes and reduce paper. We improved resource allocation through implementing a base staffing model and a school funds allocation methodology. We made investments in deferred maintenance and technology support resulting in improved response times for support tickets and work order completion.

What's Next

- MGT finalizing its recommendation to the school board for 10-year facilities master plan
- Implementing new enterprise resource planning software, MUNIS
- Streamlining purchasing function with full-implementation of purchase-cards and workflow redesign
- Completing three-year strategic finance plan to coincide with final years of Future Ready 2023
- Upgrading data warehouse and dashboard platform for real-time progress monitoring of student outcomes
- Hiring student security officers and fully aligning school safety processes under student safety coordinator
- Evaluating outsourcing of custodial services function in advance of contract expiration with ABM
- Rolling out district-wide FirstView application to access GPS tracking information for FirstStudent and contracted bus routes
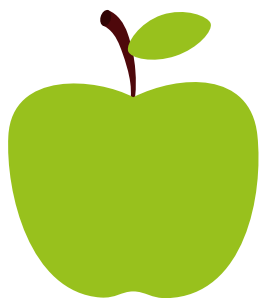
Great Teachers & Leaders

- **Recruit and select top talent.**
- **Retain talent.**
- **Provide competitive total rewards.**
- **Stimulate professional learning and growth.**
- **Identify, develop, and support leaders.**
- **Include classified and professional employees in talent development**

Key Accomplishments

The strategies in Great Teachers & Leaders target improvements in every facet of our talent development and retention effort. Our team worked to expand recruiting efforts and improve diversity, while accelerating hiring timelines to secure the best candidates. We enhanced our career fairs and conducted school preview tours for potential recruits. We hosted "signing day" to welcome and celebrate new teachers who accepted positions before the start of the school year. The on-boarding and orientation process for both certified and classified staff was modernized to ensure successful transition for new employees. The New Teacher Academy was created to provide day one classroom and content support, match all new teachers with mentors and extend professional learning supports into the first three years of employment. These efforts resulted in increased retention of first-year teachers and 86% of teachers reporting job satisfaction at their current school.

What's Next

- Launching "Grow Your Own" talent pipeline strategy
- Developing new teacher leadership structure and supplemental pay opportunities
- Revamping differentiated pay plans to address to hard to staff subjects and schools
- Opening two wellness clinics and pharmacies to support staff and their dependents
- Establishing strategic partnerships for teacher pipeline development through fellowships and internships
- Implementing new applicant tracking system for posting and filling vacancies

Engaged Community

- **Promote positive culture, climate and communication.**
- **Strengthen pre-K-12 learning community structures.**
- **Empower community in decision-making.**

Key Accomplishments

Hamilton County Schools made great strides to engage our community in support of our schools and to provide feedback to help us improve. We created the first district-wide Better Together campaign to recruit community volunteers to help get our schools ready for opening through campus beautification projects. We also celebrated our Partners in Education with the first annual recognition and awards breakfast. The first cohort of Leadership Hamilton County Schools graduated as informed advocates for public education in our community. We also formalized student, teacher and parent advisory councils. We launched climate surveys for every school to solicit feedback from students, parents, and staff. Our communications efforts garnered national recognition for our "I Am Hamilton" campaign and our website relaunch.

What's Next

- Launching Superintendent's Teacher Cabinet to increase teacher voice in district policymaking
- Continuing Leadership Hamilton County Schools with graduation of second cohort
- Finalizing Choose Hamilton school choice campaign and student placement for open enrollment, Future Ready Institutes, and magnet programs
- Creating district-wide teacher recognition and rewards event
- Developing innovative fundraising opportunities to support strategic initiatives
- Continuing Sitdowns with the Superintendent to gather teacher and staff feedback
- Hosting Learning Community Listening Sessions for important issues like budget, redistricting, and facilities

Annual Performance Summary

Key Performance Indicator	2018 Baseline	2019 Target	2019 Results			2020 Target	2021 Target	2022 Target	2023 Target
	%	%	%	diff from Target	diff from 2018	%	%	%	%
Focus Five									
3rd Grade English Language Arts	33.7%	36.0%	36.4%	0.4%	2.7%	38.6%	41.9%	45.9%	50.0%
Algebra I (Including 7th/8th Grade Alg I)	22.1%	25.2%	27.6%	2.4%	5.5%	28.7%	33.1%	38.5%	44.0%
% of Students Completing 1+ EPSO*	31.1%	37.2%	43.4%	6.2%	12.3%	44.3%	53.1%	64.0%	75.0%
Average ACT Composite	19.9	20.0	19.6	-0.4	-0.3	20.2	20.4	20.7	21.0
Graduation Rate	86.6%	87.1%	86.9%	-0.2%	0.3%	87.6%	88.3%	89.2%	90.0%
Accelerating Student Achievement									
District Accountability Status **	Satisfactory	Satisfactory	Achieving	1	1	Achieving	Achieving	Exemplary	Exemplary
Grade 3-5 ELA	34.8%	36.8%	36.5%	-0.3%	1.7%	39.1%	41.9%	45.5%	49.0%
Grade 6-8 ELA	32.5%	34.7%	31.2%	-3.5%	-1.3%	37.2%	40.3%	44.1%	48.0%
HS ELA	27.6%	30.6%	35.3%	4.7%	7.7%	34.0%	38.3%	43.7%	49.0%
Grade 3-5 Math	39.6%	41.6%	48.2%	6.6%	8.6%	43.9%	46.8%	50.4%	54.0%
Grade 6-8 Math	34.8%	36.8%	41.0%	4.2%	6.2%	39.1%	41.9%	45.5%	49.0%
HS Math	17.8%	20.6%	24.9%	4.3%	7.1%	23.9%	27.9%	33.0%	38.0%
# of Schools With Growth 3 or Higher	44	47	66	19	22	50	54	58	63
Super Subgroup Success Rate	17.4%	20.5%	22.0%	1.5%	4.6%	24.2%	28.7%	34.3%	40.0%
Super Subgroup Below Reduction	43.7%	41.1%	38.3%	-2.8%	-5.4%	38.1%	34.3%	29.7%	25.0%
English Lang. Prof. Meet Growth Metric	45.6%	48.3%	43.6%	-4.7%	-2.0%	51.4%	55.3%	60.2%	65.0%
Future Ready Students									
Student Satisfaction			66.5%	13,845	NA	69.1%	72.2%	76.1%	80.0%
Ready Graduates*	34.2%	37.1%	43.0%	5.9%	8.8%	40.4%	44.6%	49.8%	55.0%
Post-secondary Scholarship Awards	$31.3 MM	$33.0 MM	$95.0 MM	$62.0 MM	$63.7MM	$36.0 MM	$41.0 MM	$43.0 MM	$45.0 MM
Post-secondary Matriculation*	69.6%	70.4%	66.2%	-4.2%	-3.4%	71.2%	72.3%	73.7%	75.0%
Great Teachers and Leaders									
Teacher Satisfaction	84%	85%	86%	1%	2%	86%	87%	89%	90%
Diversity Index	1:54	1:53	1:62	9	8	1:51	1:49	1:47	1:44
1-year Teacher Retention Rate	74%	75%	86%	11%	12%	76%	78%	80%	82%
Teacher Absenteeism	46.4%	43.4%	45.0%	1.6%	-1%	40.0%	35.7%	30.3%	25.0%
% of Teachers Meeting Annual Growth Standard per TVAAS Composite	68.0%	68.9%	79.9%	11.0%	12%	70.1%	71.5%	73.2%	75.0%
Engaged Community									
Kindergarten Readiness*	41.8%	45.7%	40.1%	-5.6%	-1.7%	50.3%	55.9%	63.0%	70.0%
Chronic Absenteeism (K-12)	14.7%	13.8%	12.5%	-1.3%	-2.2%	12.7%	11.4%	9.68%	8.00%
Parent Satisfaction			79.4%	6310	NA	80.5%	81.8%	83.4%	85.0%
Parent Volunteer Hours			12,004	1,143	NA	18,273	25,862	35,431	45,000
Effective and Efficient Operations									
Total Miles Between Safety Incidents	53,947	56,000	47,691	-8,309	-6,256	58,000	60,000	62,000	64,000
Avg. % Buses Arriving On-time Daily	95%	96%	88%	-7.5%	-7.0%	96%	97%	97%	98%
Nutrition Services Utilization	27.4%	28.0%	26.1%	-1.9%	-1.3%	28.5%	29.0%	29.5%	30.0%
(Breakfast and Lunch)	58.8%	60.0%	58.0%	-0.8%	-2.0%	61.0%	62.0%	63.0%	64.0%
Avg. Days to Complete Maint. Work Orders	17	15	7	-8	-10	13	11	9	7
Avg. Days to Close Tech. Support Tickets	34	28	17	-11	-17	24	21	18	15

* These areas required slight changes to the baseline calculations. All changes have been applied to baseline, 2019, and future target goals.

** District accountability status is based on success rate which is a combination of math and ELA results. The district outperformed the state in Grades 3-5 ELA, Grades 3-5 Math, and Grades 6-8 Math. Full results are available online at https://reportcard.tnk12.gov/.

www.hcde.org/FR2023