## Tennessee First to the Top

# **Local System Scope of Work**

System:	Knox County Schools		Director of Schools:	Dr. James P. McIntyre, Jr.
	$\ensuremath{^{*}}$ If consortium, list all participating systems with lead system	first		* If consortium, list Director of lead system
Total am	ount of award (over four years): \$13,300,741	_		
		Summary of	of Four-Year Scope of Work	
	Year	E	Budget	Recurring Expense Y / N
	2010-11	\$	3,720,000	To Be Determined
	2011-12	\$	3,595,000	To Be Determined
	2012-13	\$	3,155,000	To Be Determined
	2013-14	\$	2,830,741	To Be Determined
	Total Four-Year Budge	: \$	13,300,741	*If any recurring expenses have been incurred over the four-year period, attestation below must be signed.
		Т	otal four-year budget must match amount of award	
Required	System Signatures			
	I have approved the "Scope of Work" for use of funds generate from current level LEA funding do not require a funding agen		grant, am fully committed to it, and will support its implementa	tion. I understand that recurring costs that can be paid
	Director of Schools			
	On behalf of the Board of Education, I affirm that the Board has support its implementation.	s approved the "Scope of V	Nork" for use of funds generated by the "Race to the Top" grant a	and that the Board is fully committed to it and will
	Chair, Board of Education			
	TEA Representative		(Optional)	
	On behalf of the funding agency for the Board of Education, I beyond the four-year scope of the grant and that they acknow		ncy is aware that "Scope of Work" for use of funds generated by become the responsibility of the local funding body.	the "Race to the Top" grant creates recurring costs
	Chair, Local Funding Agency			

#### Tennessee First to the Top

## Local System Scope of Work

System:	Knox County Schools
	* If consortium, list all participating systems with lead system first

\$13,300,741

\* If consortium, list Director of lead system System Contact Person: Russ Oaks

Director of Schools:

Phone Number: 865-594-1621

Dr. James P. McIntyre, Jr.

Year 1 (2010-11)

Total amount of award (over four years):

Activity	Correlation to state plan	Correlation to TCSPP	Plan for Implementation	Key Personnel	Performance Measure Target	Budget	Recurring Expense Y/N
Strategic Compensation - developing and implementing a program of strategic compensation for teachers and school leaders that will incent and reward the types of inputs and outcomes that are most closely aligned with student academic growth.	D(2) and D(3)	Goal 5	Under the Knox County Schools strategic plan, a committee is currently reviewing strategic compensation needs and models. The committee will make a recommendation to the Superintendent not later than August 2010. Based on the approved recommendations, a detailed implementation plan will be developed. The intent for any plan is that it will incent and reward specific teacher inputs and student academic outcomes that are aligned with our strategic goals.	Assistant Superintendents and Finance Director	Performance measures stated in section B of the Knox County Schools Strategic Plan. (See attached) Detailed metrics will be part of the final StratComp plan.	\$ 1,700,000	To Be Determined *
Leadership Academy - developing the next generation of outstanding school principals (a collaboration with the University of Tennessee - Knoxville)	D(2), D(3) and D(5)	Goal 4	An 18 month intensive program to prepare talented aspiring principals for school leadership. Fellows will spend four days a week in a school with a mentor principal and the fifth day in coursework at the University of Tennessee. The first cohort of 12 fellows has been selected and will begin the program in June 2010 (with RTTT funding starting in July). Additional cohorts of 8-12 fellows will be selected each spring.	Superintendent, Grade Level Directors, and Assistant Superintendents	All fellows successfully complete the academy. 75% placed as school leaders within three years.	\$ 725,000	To Be Determined *
Teacher Advancement Program (TAP) expansion	D(2), D(3) and D(5)	Goal 4	The TAP System, a comprehensive school reform and instructional improvement model, includes components for incentive compensation, teacher collaboration, distributive leadership, and transformation of school culture. TAP is in place in four schools in Knox County. As part of a broader expansion that will include multiple sources of funds, RTTT will support expansion to two additional schools, beginning with 2010-11 as a planning and training year.	School Principals, HR Director, Grade Level Directors	Performance measures stated in section B of the Knox County Schools Strategic Plan. (See attached)	\$ 450,000	To Be Determined *
Formative Assessment	(B3), D(2) and D(5)	Goal 3	A system-wide formative assessment program will developed to allow both teachers and administrators to make detailed analysis of student progress. This assessment program will be complementary and compatible with the Education Management Information System currently under development and implementation. For the 2010-2011 school year, before the state is in a position to provide formative assessment, RTTT funding will be used to provide assessment for all grades. In subsequent years this will be only for grades K-2 and 9-12.	Assistant Superintendent for Curriculum, Grade Level Directors	Performance measures stated in section B of the Knox County Schools Strategic Plan. (See attached)	\$ 425,000	To Be Determined *
Broad Resident - capacity building to bring a more strategic focus to our Human Capital management function.	B(3) and C(3)	Goal 4	Broad residents bring superb analytical and project management skills to the public education environment, and can be a tremendous asset in accomplishing a district's strategic objectives. This residency is a capacity-building strategy to enhance the system's ability to analyze and implement elements of the system's strategic plan in the coming school years.	Superintendent and HR Director	Performance measures stated in section B of the Knox County Schools Strategic Plan. (See attached)	\$ 140,000	No
Performance Evaluation Systems - support the development and implementation of new teacher and school leader evaluation systems required by the Tennessee First to the Top Act	D(2)(ii)	Goal 4	The Knox County Schools strategic plan and the Tennessee First to the Top Act both call for developing new performance evaluation protocol for both teachers and principals in the next few years. The resources delineated for this item anticipate development, implementation, and training costs associated with a new performance evaluation structure, instrument, and process.	HR Director, Grade Level Directors, Assistant Superintendents	Performance measures stated in section B of the Knox County Schools Strategic Plan. (See attached)	\$ 100,000	No
Principal Professional Development	D(5)(i)	Goal 4	While the Knox County Schools offers some principal professional development, these funds will be used to provide a more robust professional development experience for our nearly 300 principals and assistant principals. This will begin in July 2010.	Superintendent, Assistant Superintendents	Performance measures stated in section B of the Knox County Schools Strategic Plan. (See attached)	\$ 40,000	To Be Determined *
Distinguished Professionals - to expand funding for Knox County's highly regarded adjunct faculty program - specially for STEM disciplines.	D(3)ii	Goal 4	The distinguished professionals program identifies, trains and places highly skilled professionals into part-time teaching positions in the area(s) of their expertise. Beginning in 2010-11 dollars will be used to expand the funding for DPs in STEM disciplines.	HR Director, Grade Level Directors, Assistant Superintendents	Increase the quality and quantity of STEM professionals who become adjunct faculty.	\$ 100,000	To Be Determined
Education Management Information System (EMIS) training	B(3) and C(3)(ii)	Goal 4	The Education Management Information System is currently in phases of both development and implementation. Training with all teachers and administrators will begin in earnest during the 2010-2011 school year. This will be a sustained effort over time to ensure all teachers and administrators are in a position to make effective use of the data analysis provided through the EMIS.	Chief Information Officer	All end-users provided with an in-depth training within the four year period	\$ 40,000	No

## Tennessee First to the Top Local System Scope of Work

System:	Knox County Schools
	* If consortium, list all participating systems with lead system first

Director of Schools:

Phone Number:

Dr. James P. McIntyre, Jr.

\* If consortium, list Director of lead system

System Contact Person:

Russ Oaks 865-594-1621

\$13,300,741

Year 2 (2011-12)

Total amount of award (over four years):

Activity	Correlation to state plan	Correlation to TCSPP	Plan for Implementation	Key Personnel	Performance Measure Target	Budge	t Recurring Expense Y/N
Strategic Compensation - developing and implementing a program of strategic compensation for teachers and school leaders that will incent and reward the types of inputs and outcomes that are most closely aligned with student academic growth.	D(2) and D(3)	Goal 5	Under the Knox County Schools strategic plan, a committee is currently reviewing strategic compensation needs and models. The committee will make a recommendation to the Superintendent not later than August 2010. Based on the approved recommendations, a detailed implementation plan will be developed. The intent for any plan is that it will incent and reward specific teacher inputs and student academic outcomes that are aligned with our strategic goals.	Assistant Superintendents and Finance Director	Performance measures stated in section B of the Knox County Schools Strategic Plan. (See attached) Detailed metrics will be part of the final StratComp plan.	\$ 1,500,	
Leadership Academy - developing the next generation of outstanding school principals (a collaboration with the University of Tennessee - Knoxville)	D(2), D(3) and D(5)	Goal 4	An 18 month intensive program to prepare talented aspiring principals for school leadership. Fellows will spend four days a week in a school with a mentor principal and the fifth day in coursework at the University of Tennessee. The first cohort of 12 fellows has been selected and will begin the program in June 2010. Additional cohorts of 8-12 fellows will be selected each spring.	Superintendent, Grade Level Directors, and Assistant Superintendents	All fellows successfully complete the academy. 75% placed as school leaders within three years.	\$ 675,	000 To Be Determined *
Teacher Advancement Program (TAP) expansion	D(2), D(3) and D(5)	Goal 4	The TAP System, a comprehensive school reform and instructional improvement model, includes components for incentive compensation, teacher collaboration, distributive leadership, and transformation of school culture. TAP is in place in four schools in Knox County. As part of a broader expansion that will include multiple sources of funds, RTTT will support expansion to two additional schools, beginning with 2010-11 as a planning and training year.	School Principals, HR Director, Grade Level Directors	Performance measures stated in section B of the Knox County Schools Strategic Plan. (See attached)	\$ 700,	000 To Be Determined *
Formative Assessment	(B3), D(2) and D(5)	Goal 3	A system-wide formative assessment program will developed to allow both teachers and administrators to make detailed analysis of student progress. This assessment program will be complementary and compatible with the Education Management Information System currently under development and implementation. For the 2010 -2011 school year, before the state is in a position to provide formative assessment, RTTT funding will be used to provide assessment for all grades. In subsequent years this will be only for grades K-2 and 9-12.	Assistant Superintendent for Curriculum, Grade Level Directors	Performance measures stated in section B of the Knox County Schools Strategic Plan. (See attached)	\$ 225,	To Be Determined *
Broad Resident - capacity building to bring a more strategic focus to our Human Capital management function.	B(3) and C(3)	Goal 4	Broad residents bring superb analytical and project management skills to the public education environment, and can be a tremendous asset in accomplishing a district's strategic objectives. This residency is a capacity-building strategy to enhance the system's ability to analyze and implement elements of the system's strategic plan in the coming school years.	Superintendent and HR Director	Performance measures stated in section B of the Knox County Schools Strategic Plan. (See attached)	\$ 140,	000 No
Performance Evaluation Systems - support the development and implementation of new teacher and school leader evaluation systems required by the Tennessee First to the Top Act	D(2)(ii)	Goal 4	The Knox County Schools strategic plan and the Tennessee First to the Top Act both call for developing new performance evaluation protocol for both teachers and principals in the next few years. The resources delineated for this item anticipate development, implementation, and training costs associated with a new performance evaluation structure, instrument, and process.	HR Director, Grade Level Directors, Assistant Superintendents	Performance measures stated in section B of the Knox County Schools Strategic Plan. (See attached)	\$ 100,	000 No
Principal Professional Development	D(5)(i)	Goal 4	While the Knox County Schools offers some principal professional development, these funds will be used to provide a more robust professional development experience for our nearly 300 principals and assistant principals. This will begin in July 2010.	Superintendent, Assistant Superintendents	Performance measures stated in section B of the Knox County Schools Strategic Plan. (See attached)	\$ 40,	000 To Be Determined *
Distinguished Professionals - to expand funding for Knox County's highly regarded adjunct faculty program - specially for STEM disciplines.	D(3)ii	Goal 4	The distinguished professionals program identifies, trains and places highly skilled professionals into part-time teaching positions in the area(s) of their expertise. Beginning in 2010-11 dollars will be used to expand the funding for DPs in STEM disciplines.	HR Director, Grade Level Directors, Assistant Superintendents	Increase the quality and quantity of STEM professionals who become adjunct faculty.	\$ 100,	000 To Be Determined *
Student Mobility Study & Pilot for low-achieving schools.	D(3)	Goal 4	Research the effects and potential correlation between high student mobility and low student achievement rates at schools that have struggled to make AYP. Based on the research, design and implement a student stability pilot program designed to monitor the effect of greater student stability on these schools.	Senior Advisor for High Needs Schools, Director of Elementary Schools	Decrease student mobility at low-achieving schools. Monitor academic achievement for potential growth.	\$ 75,	000 To Be Determined *
Education Management Information System (EMIS) training	B(3) and C(3)(ii)	Goal 4	The Education Management Information System is currently in phases of both development and implementation. Training with all teachers and administrators will begin in earnest during the 2010-2011 school year. This will be a sustained effort over time to ensure all teachers and administrators are in a position to make effective use of the data analysis provided through the EMIS.	Chief Information Officer	All end-users provided with an in-depth training within the four year period	\$ 40,	000 No

#### Tennessee First to the Top Local System Scope of Work

System:	Knox County Schools							
	* If consortium, list all participating systems with lead system first							
	#42.200.544							

Year 3 (2012-13)

Director of Schools: Dr. James P. McIntyre, Jr.

\* If consortium, list Director of lead system

System Contact Person: Phone Number

Russ Oaks 865-594-1621

#### Total amount of award (over four years): \$13,300,741

Correlation to Correlation to Recurring Plan for Implementation Key Personnel Performance Measure Target Activity Budget TCSPP state plan Expense Y/N Strategic Compensation - developing and D(2) and D(3) Goal 5 Under the Knox County Schools strategic plan, a committee is currently reviewing Performance measures stated in 1.400,000 To Be Determined implementing a program of strategic compensation strategic compensation needs and models. The committee will make a Superintendents and section B of the Knox County for teachers and school leaders that will incent and recommendation to the Superintendent not later than August 2010. Based on the Finance Director Schools Strategic Plan, (See reward the types of inputs and outcomes that are approved recommendations, a detailed implementation plan will be developed. The attached) Detailed metrics will most closely aligned with student academic growth. intent for any plan is that it will incent and reward specific teacher inputs and student be part of the final StratComp academic outcomes that are aligned with our strategic goals. plan. Leadership Academy - developing the next An 18 month intensive program to prepare talented aspiring principals for school D(2), D(3) and Goal 4 Superintendent, All fellows successfully To Be Determined generation of outstanding school principals (a D(5) leadership. Fellows will spend four days a week in a school with a mentor principal Grade Level complete the academy. 75% collaboration with the University of Tennessee and the fifth day in coursework at the University of Tennessee. The first cohort of 12 Directors, and placed as school leaders within Knoxville) fellows has been selected and will begin the program in June 2010. Additional cohorts Assistant three years. of 8-12 fellows will be selected each spring. Superintendents Teacher Advancement Program (TAP) expansion D(2), D(3) and Goal 4 The TAP System, a comprehensive school reform and instructional improvement School Principals. Performance measures stated in \$ 600,000 To Be Determined D(5) model, includes components for incentive compensation, teacher collaboration, HR Director, Grade section B of the Knox County distributive leadership, and transformation of school culture. TAP is in place in four Schools Strategic Plan. (See Level Directors schools in Knox County. As part of a broader expansion that will include multiple attached) sources of funds, RTTT will support expansion to two additional schools, beginning with 2010-11 as a planning and training year. Formative Assessment (B3), D(2) and Goal 3 A system-wide formative assessment program will developed to allow both teachers Performance measures stated in 150,000 To Be Determined and administrators to make detailed analysis of student progress. This assessment Superintendent for section B of the Knox County program will be complementary and compatible with the Education Management Curriculum, Grade Schools Strategic Plan. (See Information System currently under development and implementation. For the 2010 -Level Directors attached) 2011 school year, before the state is in a position to provide formative assessment. RTTT funding will be used to provide assessment for all grades. In subsequent years this will be only for grades K-2 and 9-12. Superintendent and Performance measures stated in Broad Resident - capacity building to bring a more B(3) and C(3) Goal 4 Broad residents bring superb analytical and project management skills to the public 50,000 No HR Director section B of the Knox County strategic focus to our Human Capital management education environment, and can be a tremendous asset in accomplishing a district's strategic objectives. This residency is a capacity-building strategy to enhance the Schools Strategic Plan. (See function. system's ability to analyze and implement elements of the system's strategic plan in the attached) oming school years. Performance Evaluation Systems - support the D(2)(ii) Goal 4 The Knox County Schools strategic plan and the Tennessee First to the Top Act both HR Director, Grade Performance measures stated in \$ 50,000 No development and implementation of new teacher call for developing new performance evaluation protocol for both teachers and Level Directors, section B of the Knox County and school leader evaluation systems required by the principals in the next few years. The resources delineated for this item anticipate Assistant Schools Strategic Plan. (See Tennessee First to the Top Act development, implementation, and training costs associated with a new performance Superintendents attached) evaluation structure, instrument, and process. Principal Professional Development D(5)(i) Goal 4 While the Knox County Schools offers some principal professional development, these Superintendent, Performance measures stated in 40,000 To Be Determined section B of the Knox County funds will be used to provide a more robust professional development experience for Assistant our nearly 300 principals and assistant principals. This will begin in July 2010. Superintendents Schools Strategic Plan. (See attached) Distinguished Professionals - to expand funding for D(3)ii Goal 4 The distinguished professionals program identifies, trains and places highly skilled HR Director, Grade Increase the quality and To Be Determined Knox County's highly regarded adjunct faculty professionals into part-time teaching positions in the area(s) of their expertise. evel Directors. quantity of STEM professionals program - specially for STEM disciplines. Beginning in 2010-11 dollars will be used to expand the funding for DPs in STEM Assistant who become adjunct faculty. disciplines. Superintendents Student Mobility Study & Pilot for low-achieving D(3) Goal 4 Research the effects and potential correlation between high student mobility and low Senior Advisor for Decrease student mobility at 100,000 To Be Determined student achievement rates at schools that have struggled to make AYP. Based on the High Needs Schools low-achieving schools. Monitor schools. research, design and implement a student stability pilot program designed to monitor Director of academic achievement for the effect of greater student stability on these schools. Elementary Schools potential growth.

The Education Management Information System is currently in phases of both

the data analysis provided through the EMIS.

development and implementation. Training with all teachers and administrators will

begin in earnest during the 2010-2011 school year. This will be a sustained effort over

time to ensure all teachers and administrators are in a position to make effective use of

Goal 4

Education Management Information System (EMIS) B(3) and C(3)(ii)

training

Chief Information

Officer

All end-users provided with an

in-depth training within the

four year period

No

# Tennessee First to the Top Local System Scope of Work

System:	Knox	County S	chools				
	 				-	-	

 $\ensuremath{^{\star}}$  If consortium, list all participating systems with lead system first

\$13,300,741

Year 4 (2013-14)

Total amount of award (over four years):

Director of Schools:

Dr. James P. McIntyre, Jr.

\* If consortium, list Director of lead system

Phone Number:

System Contact Person:

Russ Oaks 865-594-1621

Activity	Correlation to	Correlation to TCSPP	Plan for Implementation	Key Personnel	Performance Measure Target	Budget	Recurring Expense Y/N
Strategic Compensation - developing and implementing a program of strategic compensation for teachers and school leaders that will incent and reward the types of inputs and outcomes that are most closely aligned with student academic growth.	state plan D(2) and D(3)	Goal 5	Under the Knox County Schools strategic plan, a committee is currently reviewing strategic compensation needs and models. The committee will make a recommendation to the Superintendent not later than August 2010. Based on the approved recommendations, a detailed implementation plan will be developed. The intent for any plan is that it will incent and reward specific teacher inputs and student academic outcomes that are aligned with our strategic goals.	Assistant Superintendents and Finance Director	Performance measures stated in section B of the Knox County Schools Strategic Plan. Detailed metrics will be part of the final StratComp plan.	\$ 1,200,000	To Be Determined
Leadership Academy - developing the next generation of outstanding school principals (a collaboration with the University of Tennessee - Knoxville)	D(2), D(3) and D(5)	Goal 4	An 18 month intensive program to prepare talented aspiring principals for school leadership. Fellows will spend four days a week in a school with a mentor principal and the fifth day in coursework at the University of Tennessee. The first cohort of 12 fellows has been selected and will begin the program in June 2010. Additional cohorts of 8-12 fellows will be selected each spring.	Superintendent, Grade Level Directors, and Assistant Superintendents	All fellows successfully complete the academy. 75% placed as school leaders within three years.	\$ 600,000	To Be Determined *
Teacher Advancement Program (TAP) expansion	D(2), D(3) and D(5)	Goal 4	The TAP System, a comprehensive school reform and instructional improvement model, includes components for incentive compensation, teacher collaboration, distributive leadership, and transformation of school culture. TAP is in place in four schools in Knox County. As part of a broader expansion that will include multiple sources of funds, RTTT will support expansion to two additional schools, beginning with 2010-11 as a planning and training year.	School Principals, HR Director, Grade Level Directors	Performance measures stated in section B of the Knox County Schools Strategic Plan. (See attached)	\$ 600,000	To Be Determined *
Formative Assessment	(B3), D(2) and D(5)	Goal 3	A system-wide formative assessment program will developed to allow both teachers and administrators to make detailed analysis of student progress. This assessment program will be complementary and compatible with the Education Management Information System currently under development and implementation. For the 2010 -2011 school year, before the state is in a position to provide formative assessment, RTTT funding will be used to provide assessment for all grades. In subsequent years this will be only for grades K-2 and 9-12.	Assistant Superintendent for Curriculum, Grade Level Directors	Performance measures stated in section B of the Knox County Schools Strategic Plan. (See attached)	\$ 125,000	To Be Determined *
Broad Resident - capacity building to bring a more strategic focus to our Human Capital management function.	B(3) and C(3)	Goal 4	Broad residents bring superb analytical and project management skills to the public education environment, and can be a tremendous asset in accomplishing a district's strategic objectives. This residency is a capacity-building strategy to enhance the system's ability to analyze and implement elements of the system's strategic plan in the coming school years.	Superintendent and HR Director	Performance measures stated in section B of the Knox County Schools Strategic Plan. (See attached)	\$ 25,000	No
Performance Evaluation Systems - support the development and implementation of new teacher and school leader evaluation systems required by the Tennessee First to the Top Act	D(2)(ii)	Goal 4	The Knox County Schools strategic plan and the Tennessee First to the Top Act both call for developing new performance evaluation protocol for both teachers and principals in the next few years. The resources delineated for this item anticipate development, implementation, and training costs associated with a new performance evaluation structure, instrument, and process.	HR Director, Grade Level Directors, Assistant Superintendents	Performance measures stated in section B of the Knox County Schools Strategic Plan. (See attached)	\$ 50,741	No
Principal Professional Development	D(5)(i)	Goal 4	While the Knox County Schools offers some principal professional development, these funds will be used to provide a more robust professional development experience for our nearly 300 principals and assistant principals. This will begin in July 2010.	Superintendent, Assistant Superintendents	Performance measures stated in section B of the Knox County Schools Strategic Plan. (See attached)	\$ 40,000	To Be Determined *
Distinguished Professionals - to expand funding for Knox County's highly regarded adjunct faculty program - specially for STEM disciplines.	D(3)ii	Goal 4	The distinguished professionals program identifies, trains and places highly skilled professionals into part-time teaching positions in the area(s) of their expertise. Beginning in 2010-11 dollars will be used to expand the funding for DPs in STEM disciplines.	HR Director, Grade Level Directors, Assistant Superintendents	Increase the quality and quantity of STEM professionals who become adjunct faculty.	\$ 50,000	To Be Determined *
Student Mobility Study & Pilot for low-achieving schools.	D(3)	Goal 4	Research the effects and potential correlation between high student mobility and low student achievement rates at schools that have struggled to make AYP. Based on the research, design and implement a student stability pilot program designed to monitor the effect of greater student stability on these schools.	Senior Advisor for High Needs Schools, Director of Elementary Schools	Decrease student mobility at low-achieving schools. Monitor academic achievement for potential growth.	\$ 100,000	To Be Determined *
Education Management Information System (EMIS) training	B(3) and C(3)(ii)	Goal 4	The Education Management Information System is currently in phases of both development and implementation. Training with all teachers and administrators will begin in earnest during the 2010-2011 school year. This will be a sustained effort over time to ensure all teachers and administrators are in a position to make effective use of the data english smallest though the EMIC.	Chief Information Officer	All end-users provided with an in-depth training within the four year period	\$ 40,000	No

the data analysis provided through the EMIS.