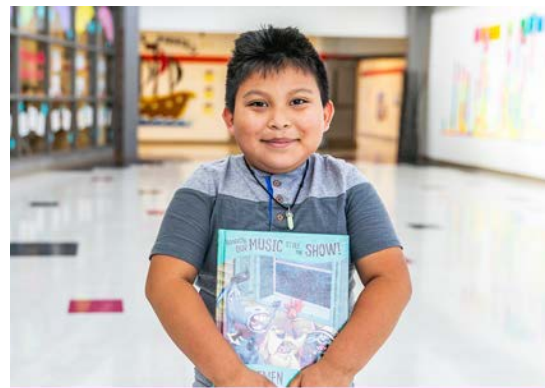


End-of-Year Review

Overview

Each year, CMCSS sets strategic work goals to ground its work to educate and empower its students to reach their potential. Each year, in June, the District provides the Board with an End-of-Year Review on its progress toward Strategic Work goals and insight on how the work will progress in future years. Below are summaries of the Mid-Year Review Reports provided by District Leaders in March, and an end-of-year update or summary about the progress on the work at this point.

2021-2022 Strategic Work



IMPROVE STUDENT ACHIEVEMENT

Implement resources and supports to meet students' social and emotional needs

Implement research-based literacy practices to develop competent readers, writers, and thinkers

Broaden choice in academic offerings to align with ready-graduate initiatives

Enhance standards-based curriculum, instruction, and assessment resources



MAXIMIZE EMPLOYEE CAPACITY

Create a competitive-edge recruitment strategy for all employee groups

Increase employee access to mental health services provided at the Onsite Clinic

Increase employees' awareness of the effects of absenteeism

Expand and support multiple pathways into the teaching profession

Increase individualized professional learning opportunities



IMPROVE EFFICIENCY AND EFFECTIVENESS

Address school capacities

Improve student transportation services

Improve organizational efficiency through technology

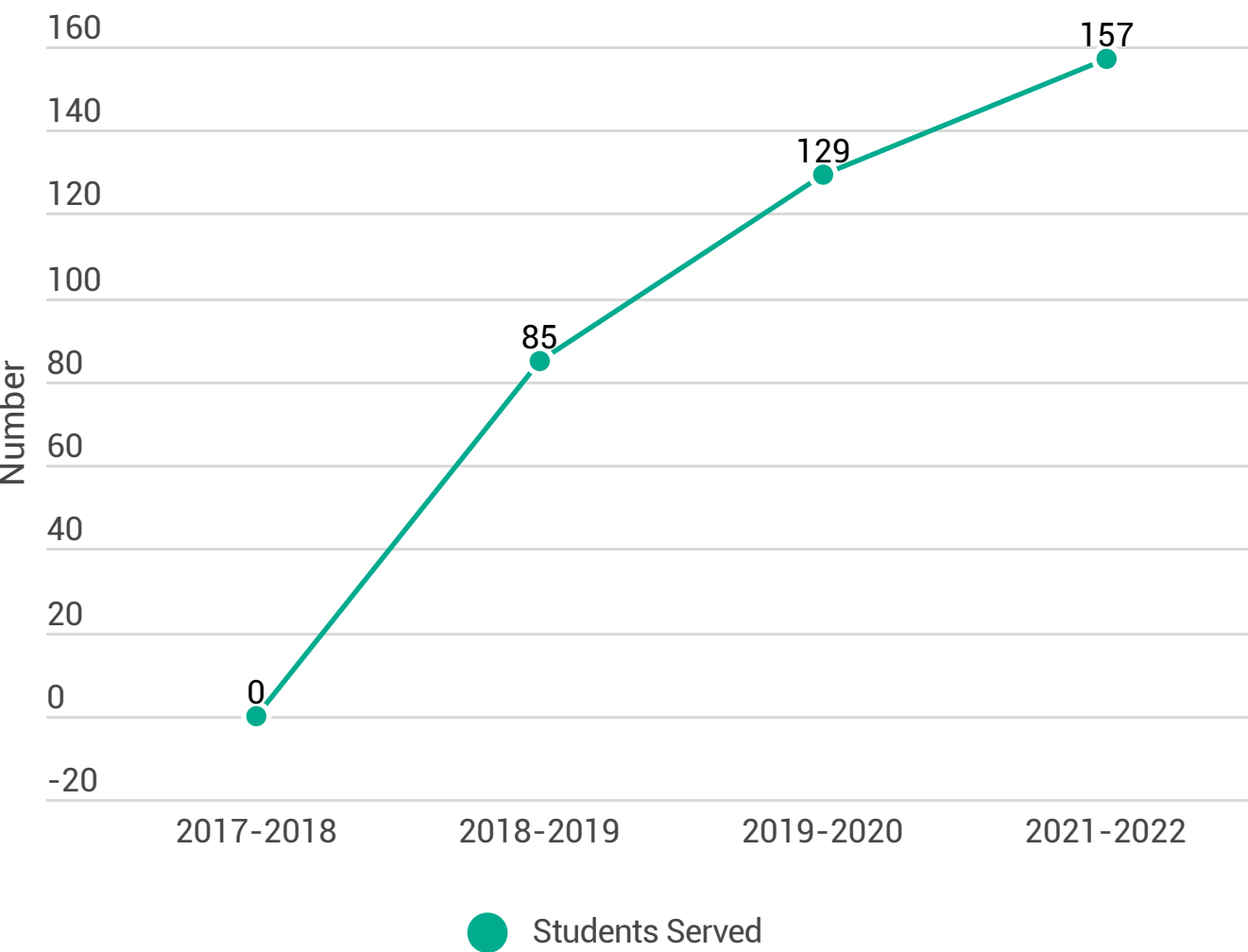


ENGAGE THE PUBLIC IN SUPPORT OF STUDENT ACHIEVEMENT

Refine stakeholder feedback and engagement opportunities with the transition to ISO 21001:2018

Implement resources and supports to meet students' social and emotional needs

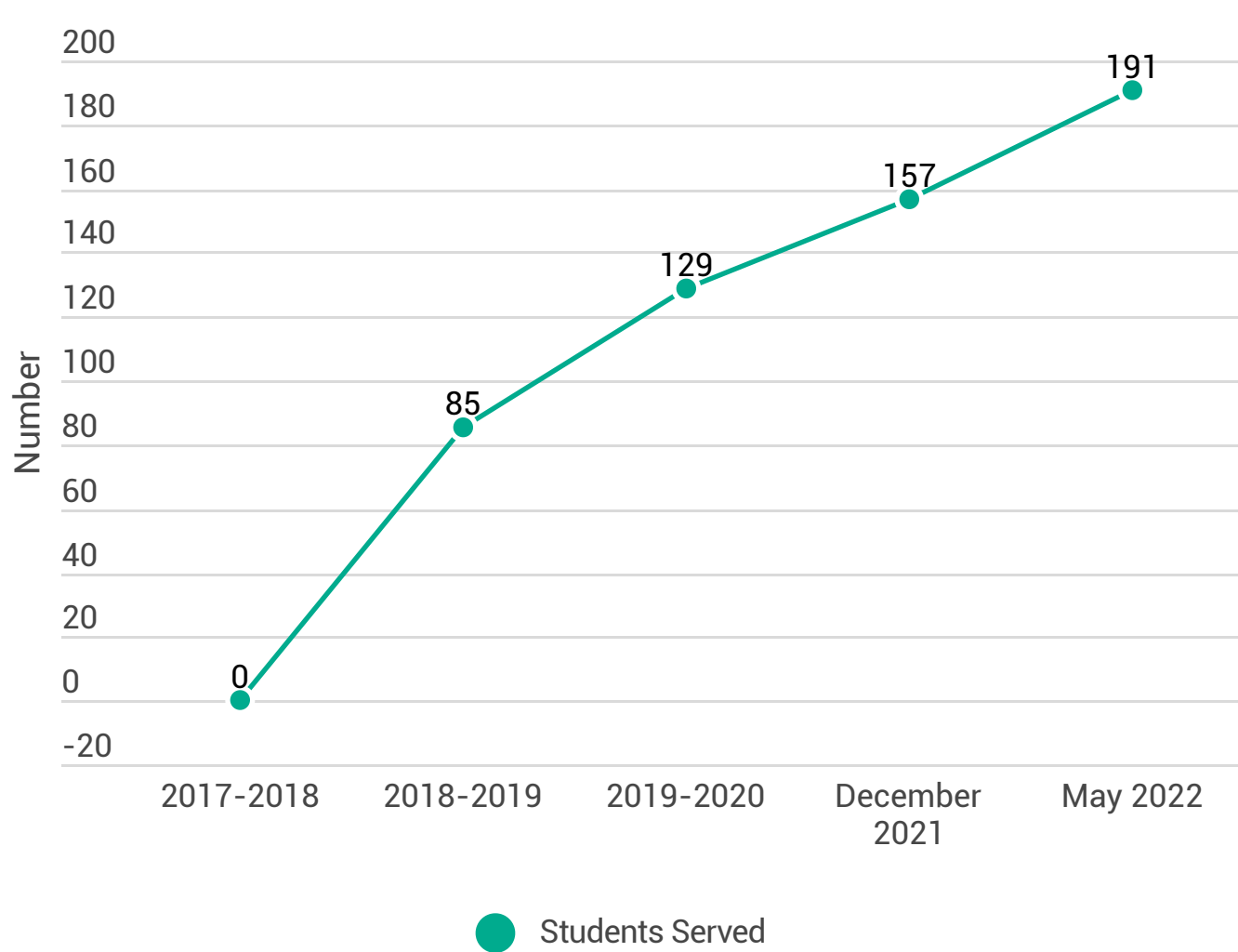
Mid-Year Review Report



Mid-Year Progress Summary

One of the key elements of this strategic work goal was to expand access to services to support students' mental health through the Mental Health Co-Op, which began in the 2018-2019 school year. From 2018 to the 2021 fall semester, there was a 46 percent increase in equitable access to mental health services for students in CMCSS. Typically, the most frequently-served age range through the Mental Health Co-Op is middle school students.

End-of-Year Review Report



Update and Next Steps

From the end of the first semester in the 2021-2022 school year to the end of the second semester in the 2021-2022 school year, access to mental health services increased by 18 percent. The percentage of high school students represented among those served by the mental health co-op saw significant increases in the second semester, from 17 percent to 54 percent, and the percentage of middle school students decreased from 57 percent to 25 percent. The percentage of elementary students represented among those served by the mental health co-op remained consistent. Next year, social and emotional learning initiatives will continue to be implemented as part of a strategic work goal to provide effective behavioral interventions for students.

Implement research-based literacy practices to develop competent readers, writers, and thinkers

Mid-Year Review Report



Mid-Year Progress Summary

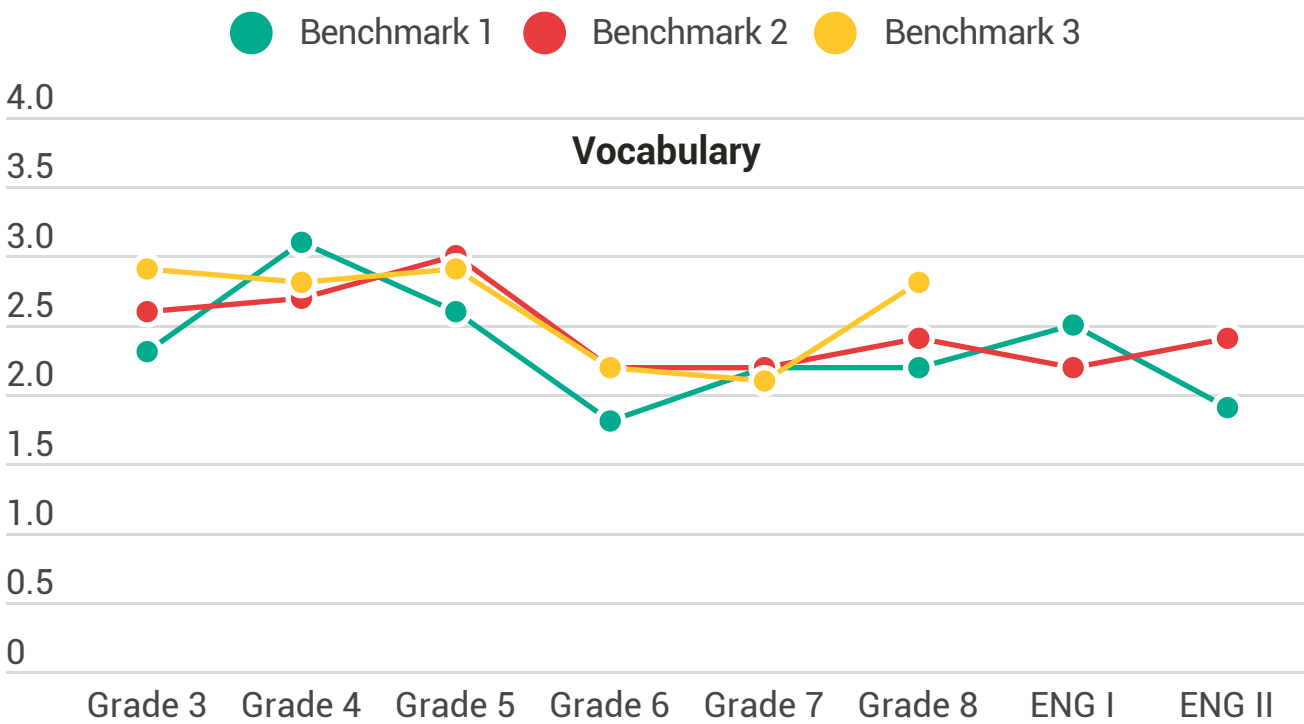
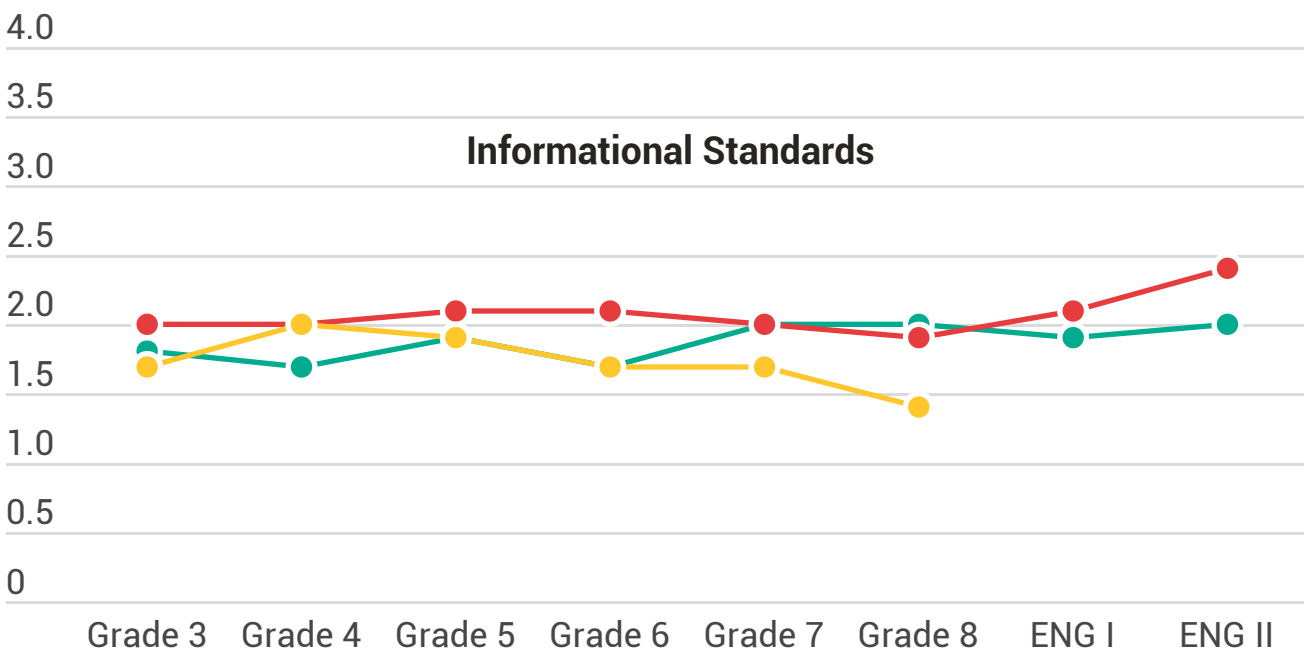
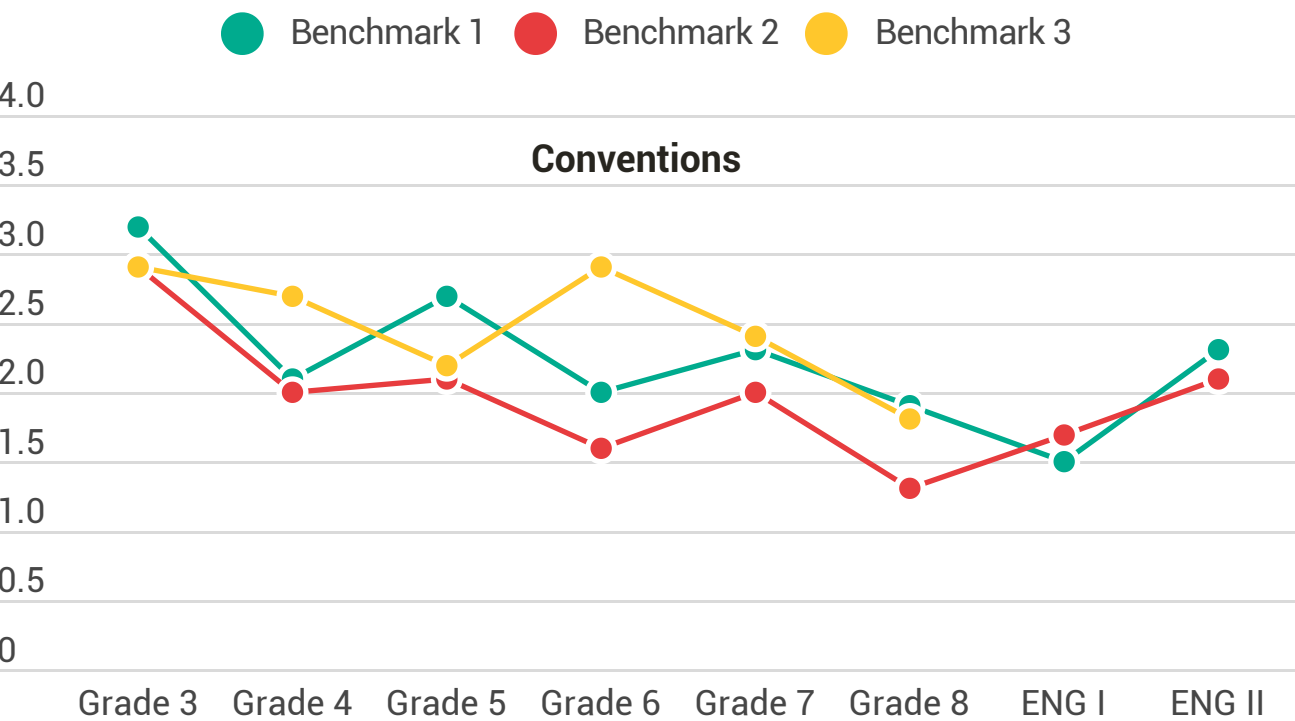
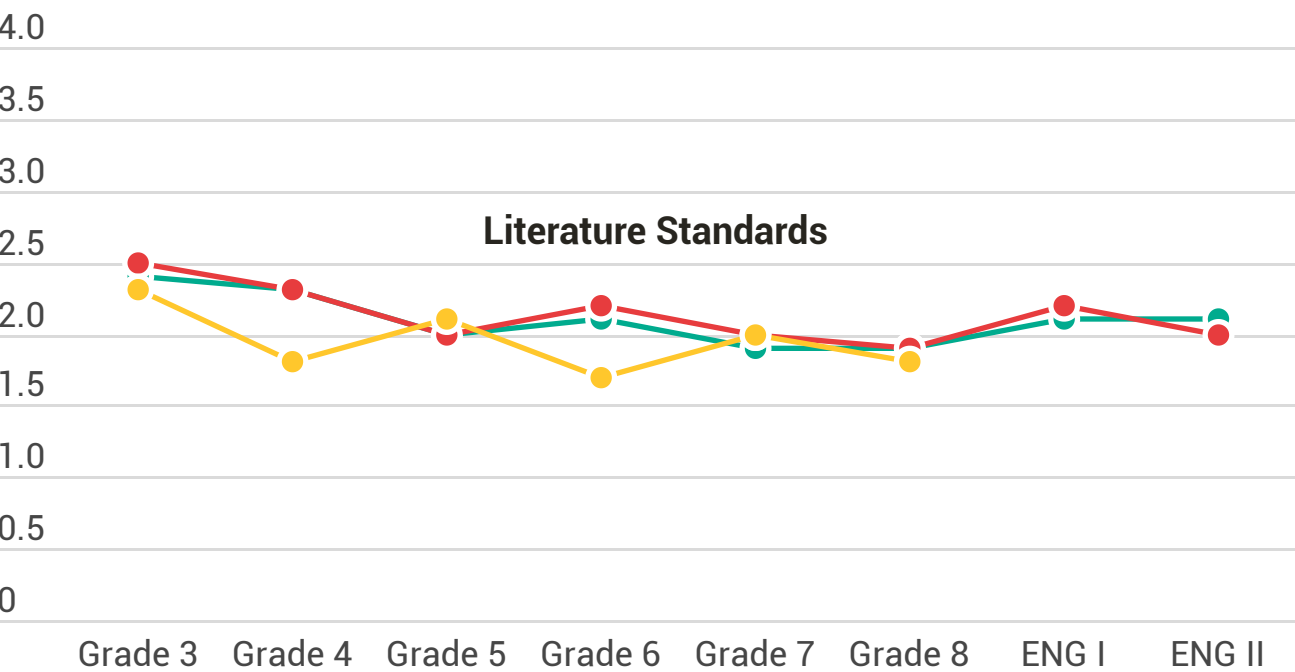
Each year, CMCSS collects data on students' progress toward mastering standards in literacy for each grade level. Student data is tracked on four levels:

Level	Standard Mastery
Level 1	Below Grade Level
Level 2	Approaching Grade Level
Level 3	On Grade Level
Level 4	Mastered Grade Level

In general, according to the chart on the left, CMCSS students were either on grade level or approaching grade level at the middle of the year.

Implement research-based literacy practices to develop competent readers, writers, and thinkers

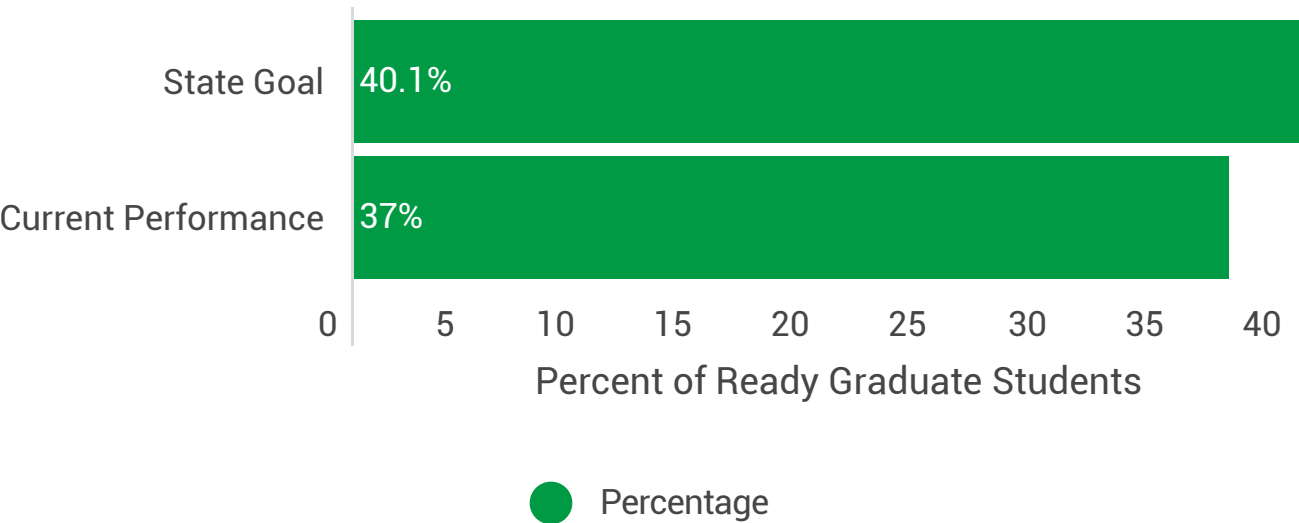
End-of-Year Report



In general, students remained consistent throughout the year or grew closer to being considered "On Grade Level" over the course of the three benchmarks that took place this year. CMCSS will have more concrete data when state testing information is released in the summer. Next year, this strategic work goal will be expanded to include a move to high-quality mathematics materials.

Broaden choice in academic offerings to align with ready-graduate initiatives

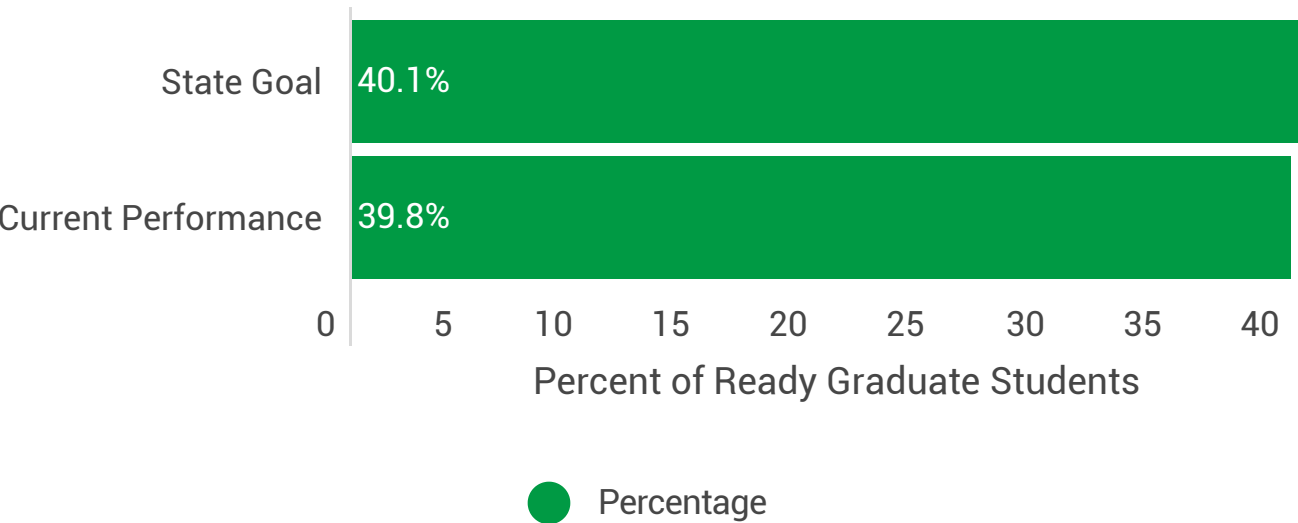
Mid-Year Review Report



Mid-Year Progress Summary

Class of 2021 Ready Graduate data were not reported yet by the Tennessee Department of Education at the time the Mid-Year Review was conducted. The chart above was based on current data for the 2022 graduating class at the time of that report. At that time, 37 percent of seniors had achieved ready-graduate status, with a state goal of 40 percent.

End-of-Year Review Report



End-of-Year Update and Next Steps

Other important accomplishments under this strategic work goal included increasing access for students to dual enrollment and early college opportunities:

- A total of 1,128 CMCSS students were enrolled in Advanced Placement classes during the 2021-2022 school year.
- 713 students were enrolled in dual enrollment classes.
- CMCSS students earned a total of 868 industry certifications in 2021-2022.

Next year, strategic work will be focused on continuing to increase access to ready-graduate coursework through considering student aptitude and interests to further course offerings.

Enhance standards-based curriculum, instruction, and assessment resources

Mid-Year Review Report

2020-2021	2021-2022
3-8 CASE ELA Assessments	High School CASE ENG I Assessment
3-5 Math Benchmark Assessments	High School CASE ENG II Assessment
	6-8 Math Benchmark Assessment
	Middle School Algebra I Benchmark Assessment
	High School Algebra I Benchmark Assessment
	High School Algebra II Benchmark Assessment
	High School Geometry Benchmark Assessment
	Practice ACT Assessments

Mid-Year Progress Summary

This year, most grade levels have either completed or are about to complete their second round of benchmark assessments. This round will allow teachers to see how students have grown over the course of the year, reteach any necessary content, and develop instructional strategies to meet individual student needs. In addition to providing assessment resources, district-level content experts have also been working to collect feedback from teachers on additional resources for instruction that can provide the support teachers need.

End-of-Year Review Report

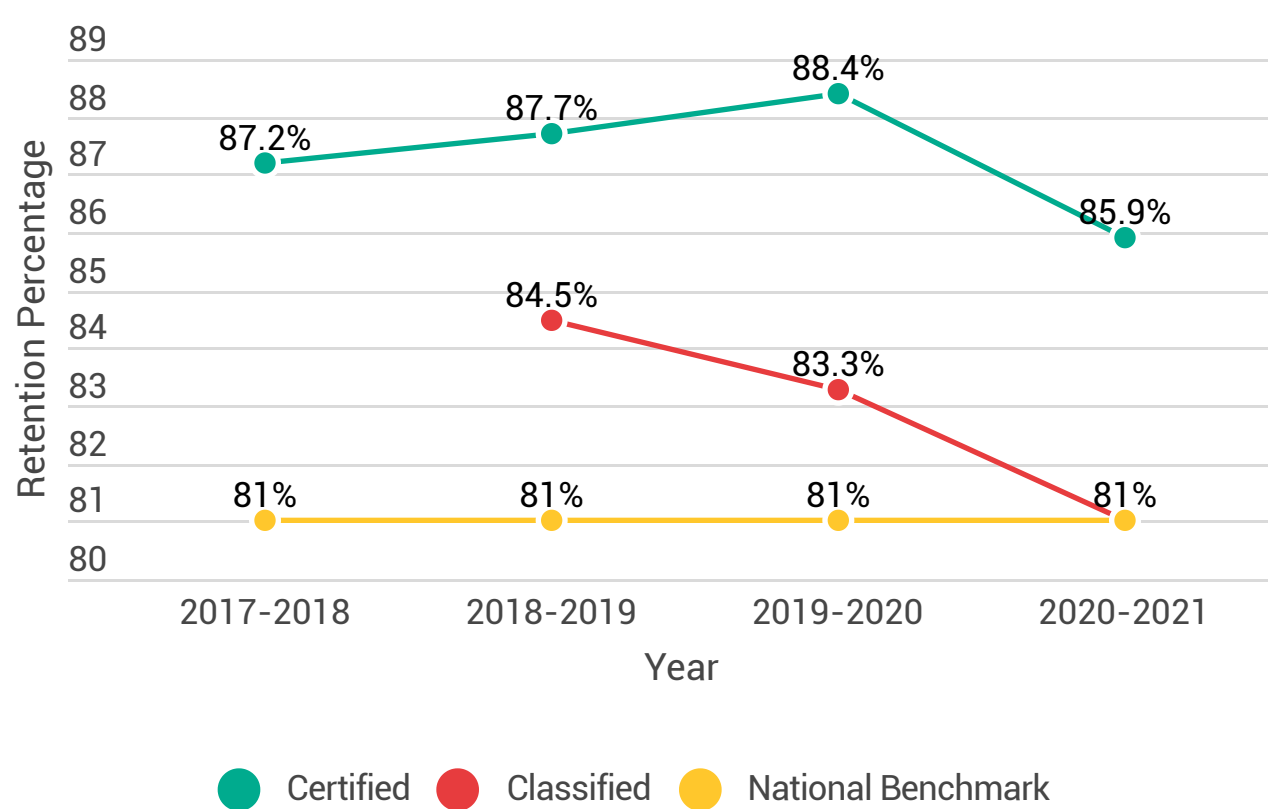
The progress summary provided on the left regarding assessments that have been implemented up to this point is still the most up-to-date data to report at this time.

End-of-Year Update and Next Steps

Based on mid-year review feedback from administrators and academic coaches, instruction team members collaborated with schools to collect and share specific ELA instructional planning resources. Elementary grades were highlighted as a great area of need, and academic coaches, ELA consulting teachers, and curriculum directors created new materials to support teachers with their planning and preparation of ELA lessons. These materials were provided to teachers in May. In addition, the curriculum hubs are being reviewed for updates to ensure they are easy to use and provide needed access to resources for teachers and parents.

Create a competitive-edge recruitment strategy for all employee groups

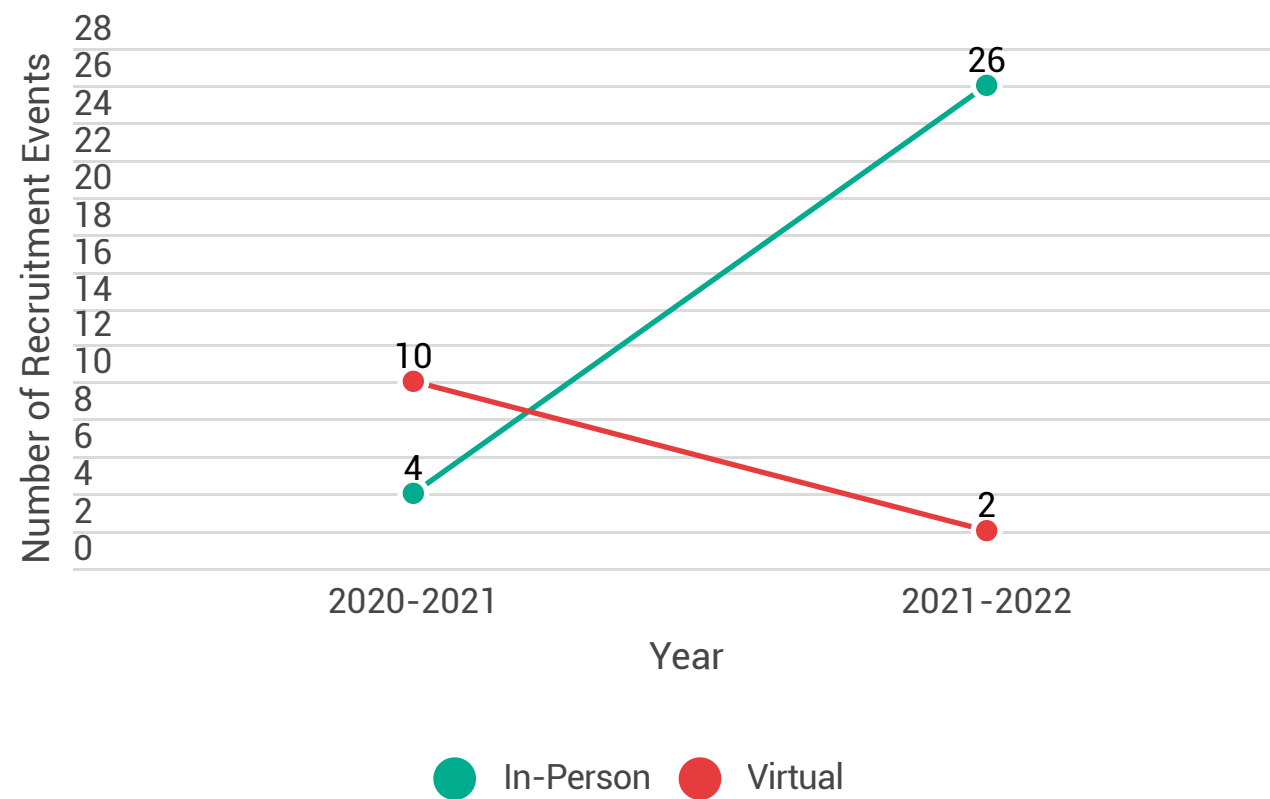
Mid-Year Review Report



Mid-Year Progress Summary

The Human Resources Department has worked to create virtual- and in-person opportunities in an effort to attract quality candidates in an even more competitive recruitment time. This includes partnering to host certified and classified recruitment events together. In December, CMCSS hosted a hiring blitz during which principals with current openings hosted tables and provided meet and greet opportunities for teacher candidates as well as education assistants. This was the first CMCSS hosted event that focused on both certified and classified opportunities in one consolidated event. Many candidates at university-sponsored recruitment events have already accepted employment with districts in which they are currently student teachers or close to the university. The nationwide teacher shortage is felt at every recruitment event attended.

End-of-Year Review Report



End-of-Year Update and Next Steps

Year-to-year retention data is typically available in the fall; for the end-of-year review, the chart above reports data on the increase of in-person recruitment events that the Human Resources Department attended this year. In keeping with this strategic work goal, attending in-person events produced a high rate of new certified applicants. CMCSS also returned to hosting an in-person job fair with over 100 applicants in attendance from across the country. Next year, part of the Human Resources Department's strategic work goals includes focusing on a retention-first recruitment strategy. With the increase in candidates available for positions this year and the increase to in-person events, the Department anticipates a positive shift in retention next year.

Increase employee access to mental health services provided at the Onsite Clinic

Mid-Year Review Report



2

The number of counselors accessible through the Onsite Clinic



600

Number of patients who have received assistance through Onsite Clinic counselors in the 2021-2022 school year.

Mid-Year Progress Summary

Onsite is increasing employee access to mental health services by providing two full-time Life Coaches on its staff. Onsite Life Coaches assist employees by helping them identify and create attainable strategies for progress in their daily lives. Those areas could include personal relationships, efforts to reach workplace goals, or identifying and reaching other future achievements. Due to the stress of COVID-19, Onsite Life Coaches will provide services that are successful, far-reaching, and effective for CMCSS employees. At the time of the mid-year review, the Onsite Clinic had hired one Life Coach and was actively working toward hiring a second one.

End-of-Year Review Report

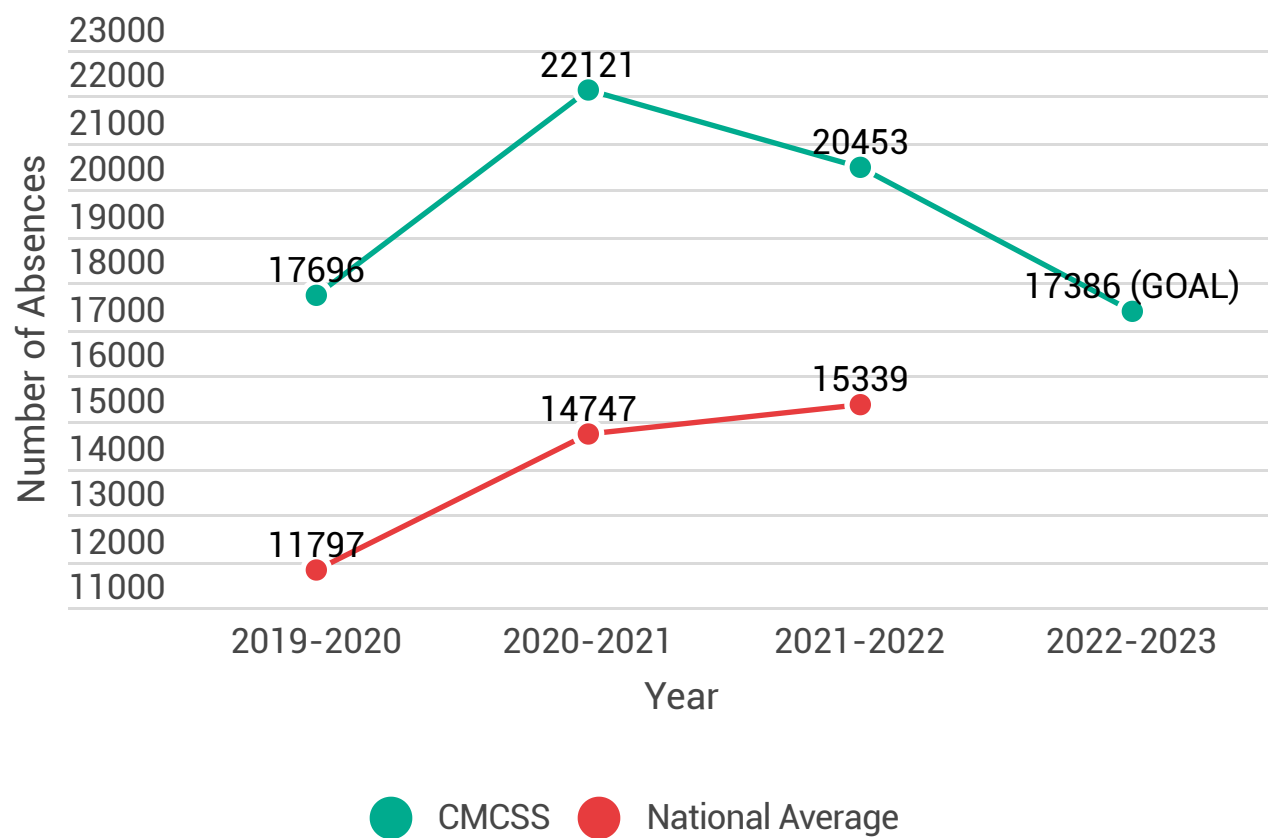
Data to the left are still the most up-to-date data to report at this time.

End-of-Year Update and Next Steps

Together, with the addition of the second life coach at the onsite clinic, the Onsite Clinic will begin promotional events in the summer of 2022. The goal of increasing patient capacity will continue.

Increase employees' awareness of the effects of absenteeism

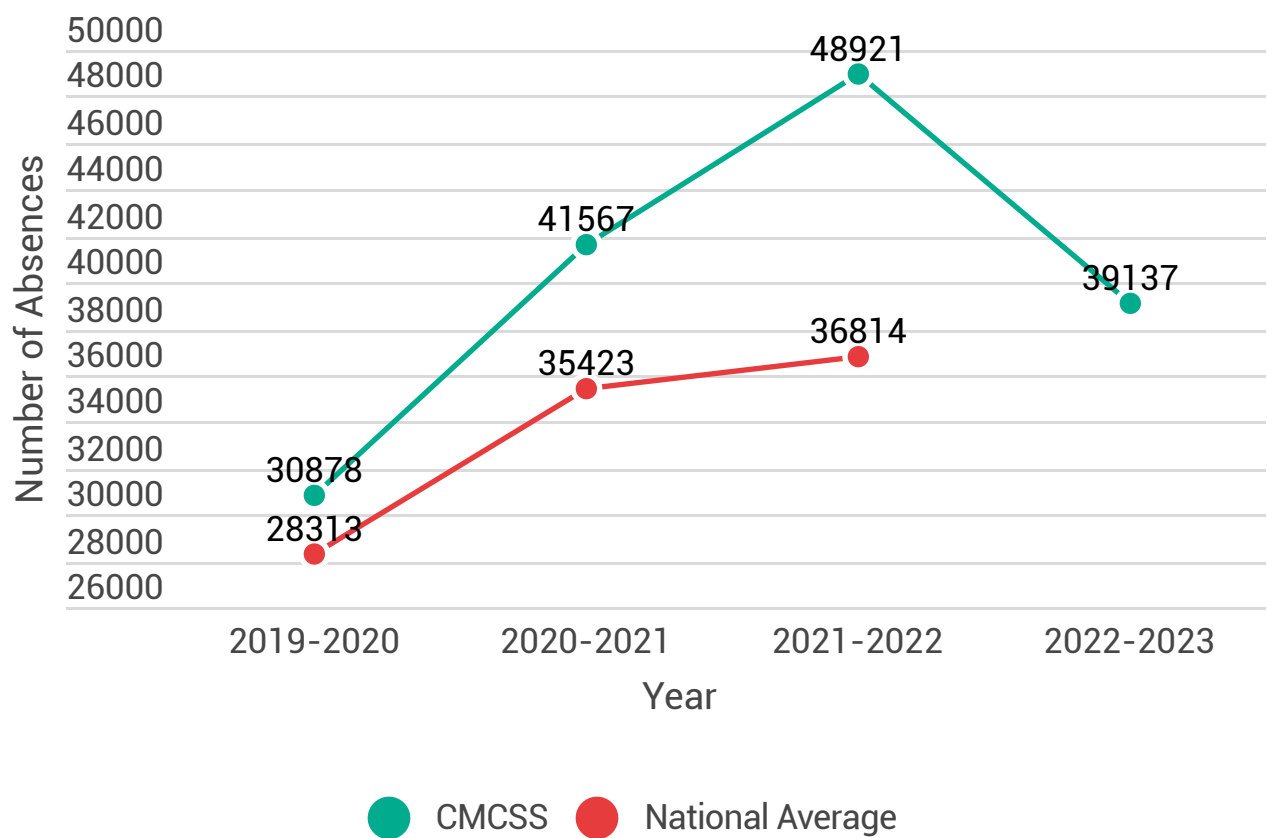
Mid-Year Review Report



Mid-Year Progress Summary

Given the new variants of the COVID virus that continue to emerge, baseline data gathering may need to be extended into the 2022-2023 school year. With increasing absences, permanent substitutes in each school in the District have assisted tremendously and are becoming essential positions within the District. An attendance incentive plan was proposed as part of the ESSER 3.0 plan submitted to the Department of Education, but it was not approved for use.

End-of-Year Review Report

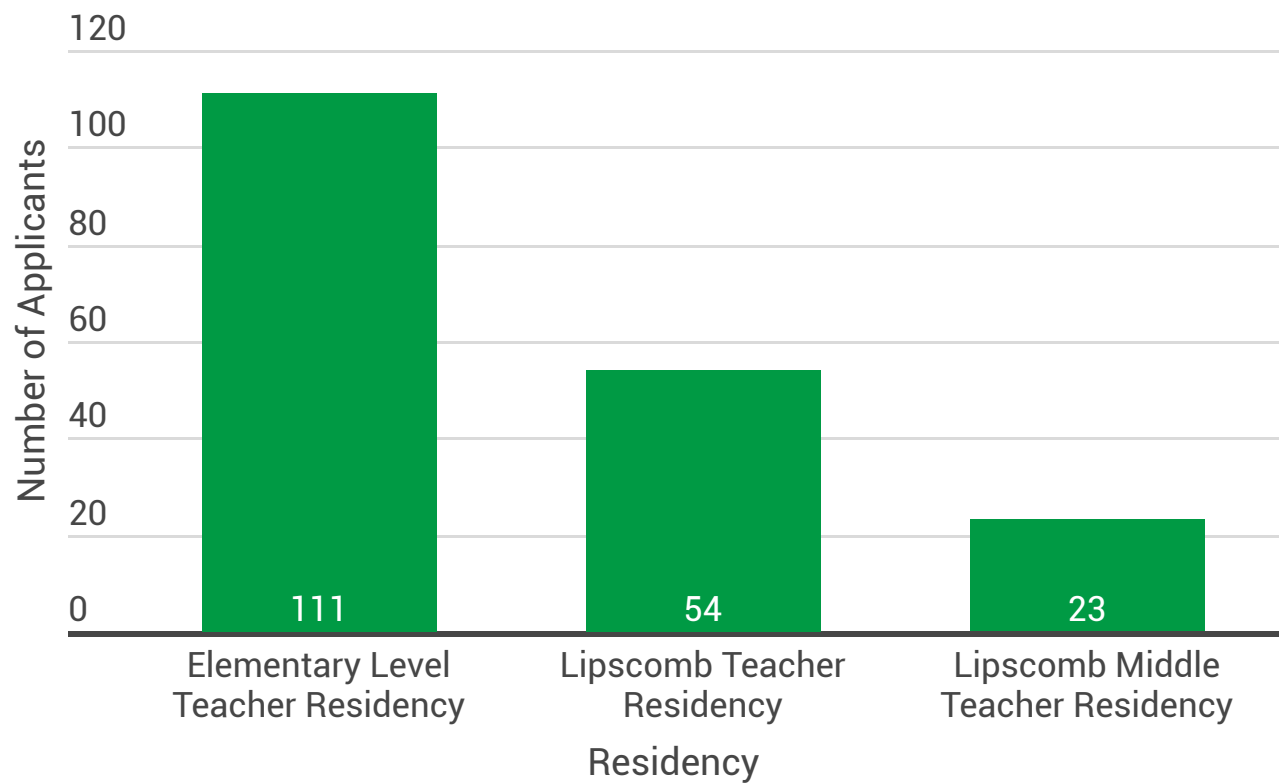


End-of-Year Update and Next Steps

Absenteeism will always be measured, but it will not be the focus of future Human Resources initiatives. HR will transition to implementing a more robust Employee Assistance Plan, utilizing an Employee Relations Specialist, and analyzing climate survey data to support and retain our employees. With increasing absences, our permanent substitutes in each school in the district have assisted tremendously and are essential positions within the district. Our permanent substitutes assisted the substitute program in increasing the absence fill rate by 18%-20% on a daily basis. Our new absence management system will deploy in July. The program is meant to be a more user-friendly and engaging platform to attract substitutes, enticing them to work more often. The platform creates a more efficient system for our school level end users, as well.

Expand and support multiple pathways into the teaching profession

Mid-Year Review Report



Mid-Year Progress Summary

The online application through TalentEd/Recruit and Hire was launched in November 2021. There were 136 attendees at CMCSS interest meetings, and a total of 188 applications ultimately received. Applications are currently being reviewed, and all candidates will be interviewed. Candidates who are selected are ultimately recommended to the university, who will determine if they meet admission requirements for their program.

End-of-Year Review Report

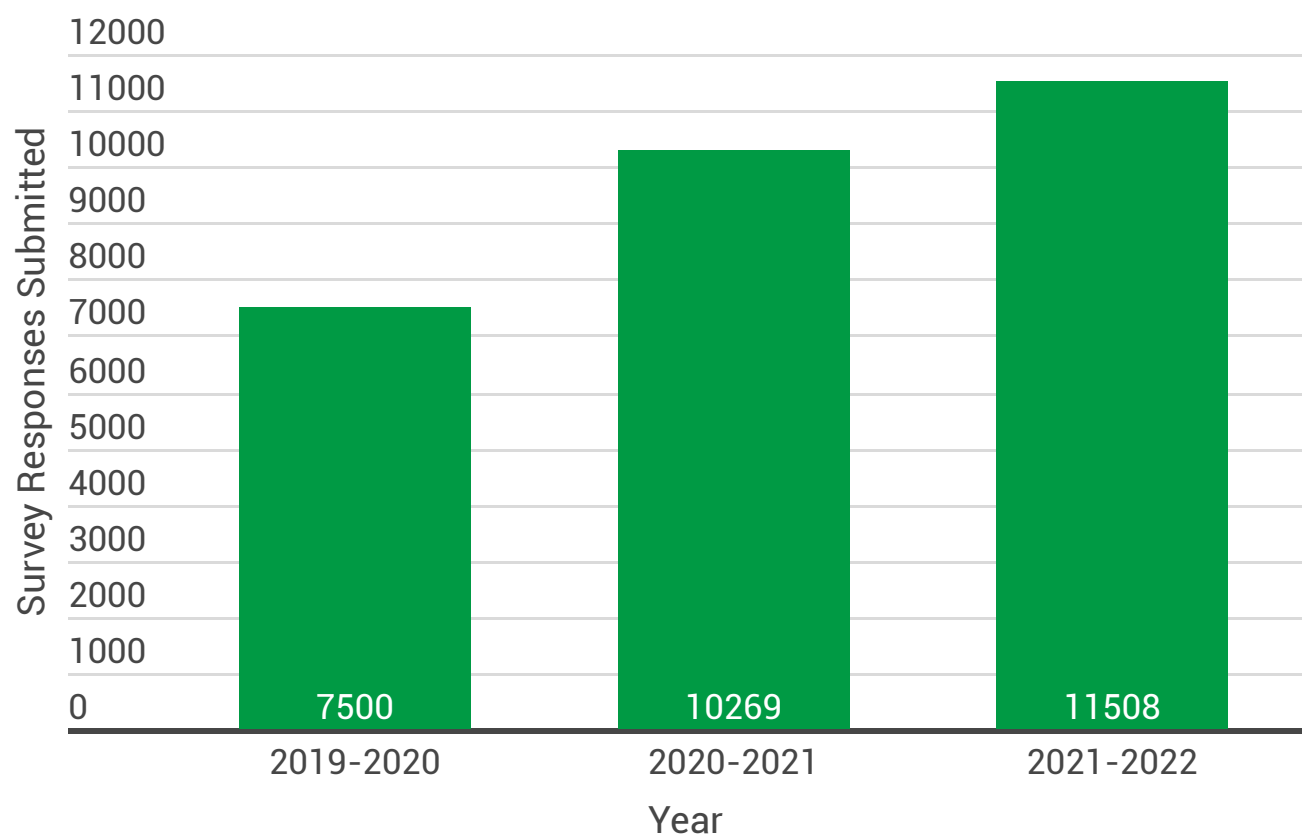
Data to the left are still the most up-to-date data to report at this time.

End-of-Year Update and Next Steps

The Teacher Residency Pipeline Team continues to work in collaboration with the Human Resources Department to ensure efficient processes are in place to recruit, onboard, and coach applicants through the process of becoming residents. The team will coach residents to stay in contact with the Human Resources team as needed to ensure these processes are working.

Increase individualized professional learning opportunities

Mid-Year Review Report



Mid-Year Progress Summary

A key strategy for the Professional Learning Team as part of its strategic work was to increase the input received from employees, illustrated in the chart above. Individual learner needs are being met through a balance of structures including an increased amount of both synchronous and asynchronous online learning opportunities. Two additional micro-credentials have been released to deepen knowledge and implementation of EL and reading intervention best practices. Induction supports for new school counselors and special populations teachers have been refined to better meet the specific needs of these areas. Increased learning opportunities have been made available to classified employees on staff development days.

End-of-Year Review Report

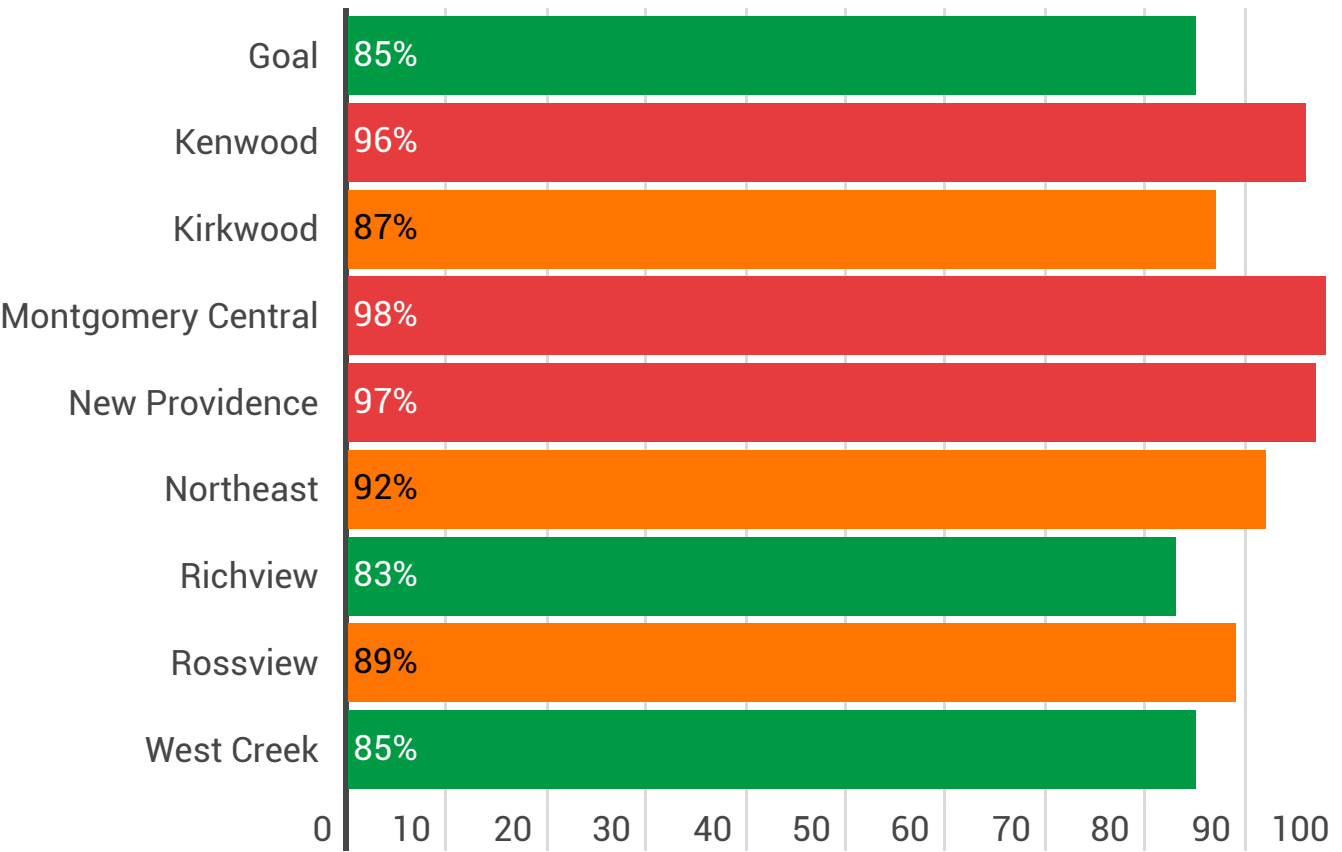
The data available in the chart to the left is still the most up-to-date data available for this strategic work goal.

End-of-Year Update and Next Steps

The Professional Learning Team will continue with many of the same goals for its strategic work for next year, which is to individualize professional learning and sustain the increased opportunities that have been made available over the last several years. There have been increased learning opportunities available specifically to Classified Employees available through the ENGAGE conference. There will also be increased efforts over the next year to generate playlists of professional learning opportunities so that employees can access relevant learning materials in specific focus areas.

Address school capacities

Mid-Year Review Report



Mid-Year Progress Summary

The overall goal of addressing school capacity imbalance is to provide a student seat in the main buildings without portables. The Operations Department sets a yearly goal for building capacity with the overall goal of 85% capacity for each building. A comprehensive secondary boundary rezoning took place in February 2022 that will rebalance capacity across the middle and high schools for future growth. The Kirkwood High contract has been awarded and is getting ready to start construction with an open date for the 2023-2024 school adding, 1,600 new seats.

End-of-Year Review Report

The data reported to the left are still the most up-to-date available for this strategic work goal.

End-of-Year Update and Next Steps

Kirkwood High School is under construction with an open date for the 2023-2024 school year, adding 1,600 new seats. The Operations Department leadership engaged the Joint Land Acquisition Ad Hoc Committee for 4 more Elementary Schools and 1 additional campus complex property in the next 10 years.

Improve student transportation services

Mid-Year Review Report



4

Schools that will be included to pilot Student IDs.



320

The number of buses in the CMCSS fleet. A second dispatch center will allow for faster response times for drivers and a more manageable system.



5,000+

The amount of bonuses that have been distributed to eligible drivers since those programs began. These bonuses include extra route stipends

Mid-Year Progress Summary

In spring 2021-2022, CMCSS began a pilot using Student ID's to promote greater accountability on student transportation services. Bus driver positions were submitted for a market analysis to provide an increase in bus driver pay. The District launched several new compensation initiatives this year to better recruit and retain drivers, such as a sign-on bonus, a referral bonus, and a bonus for drivers to take extra routes. The Transportation Department hosted a job fair in March 2022. The second dispatch center has been placed at the Liberty Bus Complex. The opening of the second dispatch center will allow dispatchers to be able to respond to drivers and emergencies quicker.

End-of-Year Review Report



70 percent

The percentage of Student ID pilot survey respondents who agreed that student IDs were easy to use.



205

The increase in applicants for bus driver positions this year.



63

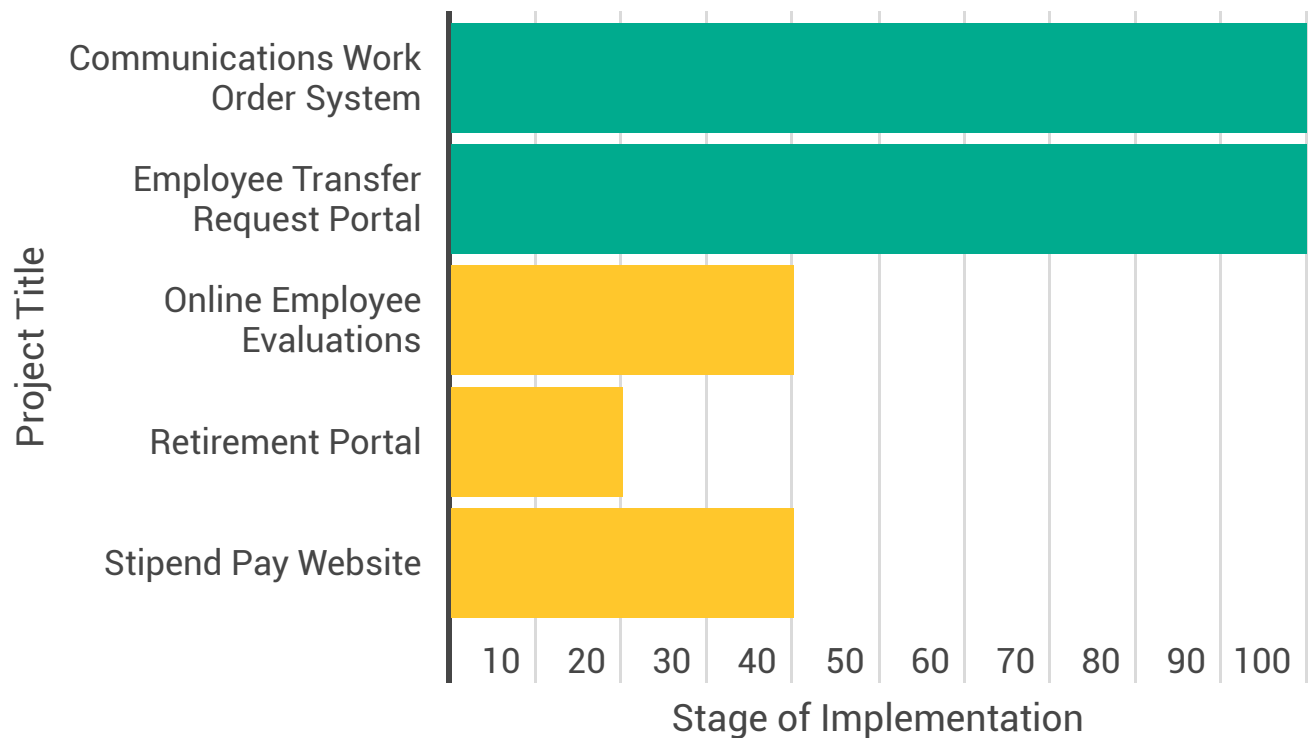
The decrease in resignations that the Transportation Department has seen this year for bus driver positions.

Update and Next Steps

The Student ID pilot program began in spring 2022, and will continue with the same four schools next fall. The pilot has provided quicker response times to parents and school staff and allowed Transportation staff to detect when students boarded buses more quickly, without scanning video footage. Bus drivers received a 12 percent increase to their pay, for a total of \$18.63 per hour. Employees have also continued to take advantage of the opportunities for bonuses, stipends, and other extra compensation opportunities created by the Transportation Department last year. Finally, completion of the second dispatch center at Liberty Elementary is on track, which will allow the 320-bus fleet to be split into two, more manageable fleets for Transportation staff.

Improve organizational efficiency through technology

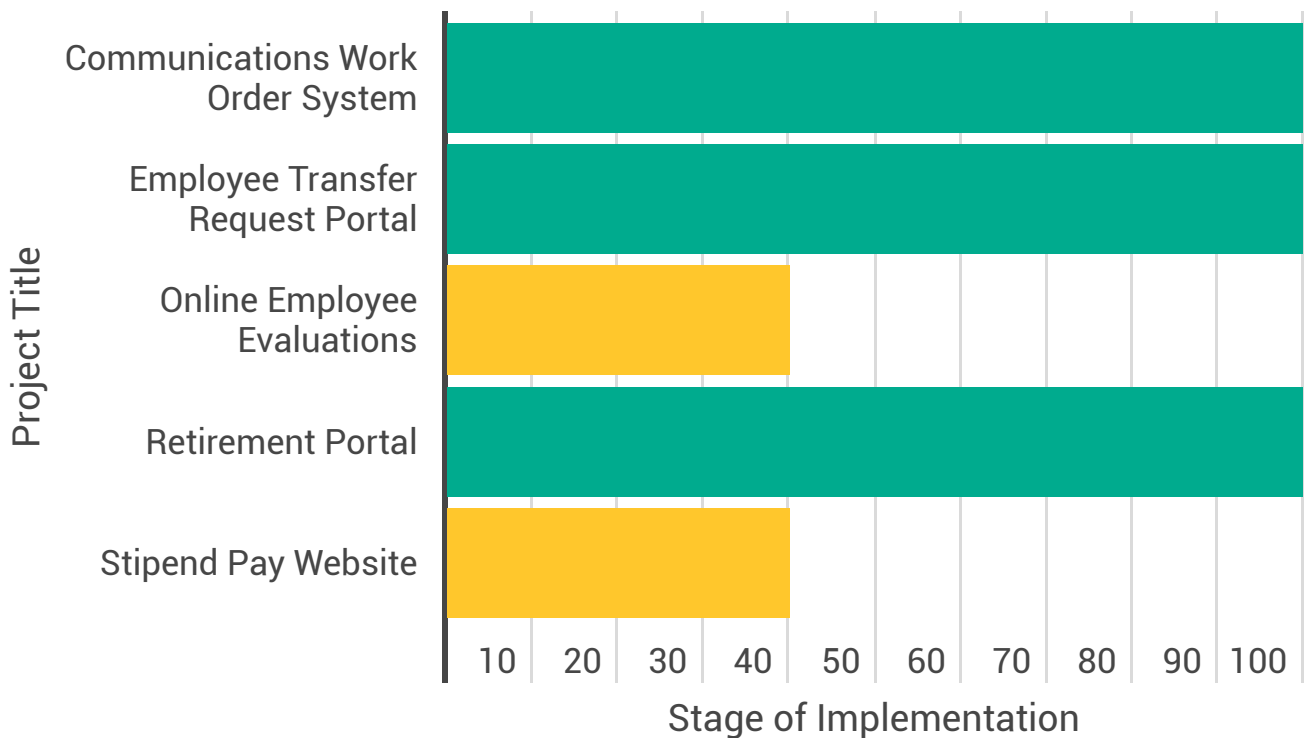
Mid-Year Review Report



Mid-Year Progress Summary

At the time of the mid-year review, a Communications Work Order system had been implemented and had received approximately 250 customer project requests since its October 2021 release. The employee Transfer Request Portal was fully implemented, to include conversion of Classified Staff transfer requests from paper forms to an online format and update to the existing Certified Transfer Request system. The online portal allows the employee to easily track the progress of their request. The scope and timelines were established for the Online Employee Evaluations. The Retirement Portal was in Stakeholder Testing phase. The scope and timelines were established for the Stipend Pay website and were nearing completion of the Initial Development phase. The initiative was anticipated to move to the Stakeholder Testing phase in early 2022.

End-of-Year Review Report

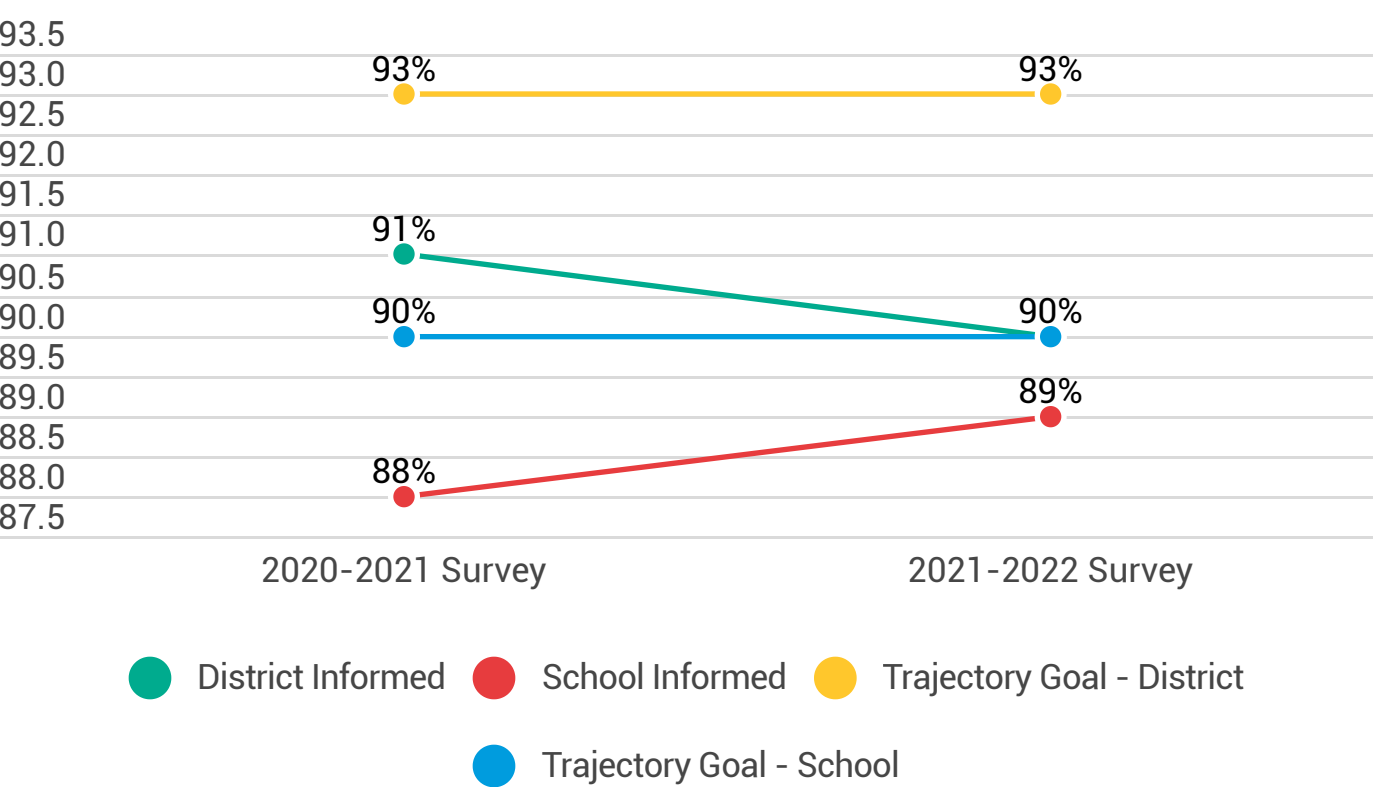


Update and Next Steps

The Communications Work Order System has been fully implemented and has received approximately 1,100 customer project requests since its October 2021 release. The Employee Transfer Request Portal has been fully implemented, and early 3,800 requests were submitted through the new portal during the 2021-2022 school year. The Online Employee Evaluations portal is in the development phase. It is in the initial development phase, with implementation scheduled for the beginning of the 2022-2023 school year. The Retirement Portal has been completed and fully implemented. The Stipend Pay website and is nearing completion of the Development phase. Initial Stakeholder Testing is ongoing from both Business Affairs and Instruction departments.

Refine stakeholder feedback and engagement opportunities with the transition to ISO 21001:2018

Mid-Year Review Report



End-of-Year Review Report

The data reported to the left are still the most up-to-date available for this strategic work goal.

Mid-Year Progress Summary

On the 2021 parent/guardian survey, parents overwhelmingly agreed that the district keeps them well informed - 91 percent. This year, this total was 90 percent indicating that agreement remained steady. The target goal for agreement in future years is overall agreement of 93 percent. There is significant variability at the school level, though the overall district average for parents feeling like their schools keep them informed remains high. Results from focus groups and the district organizational assessment reveal employees often do not feel empowered to ask questions or report concerns (76 percent). Targeted newsletters from the district have enhanced the types of information stakeholders receive to be more aligned to their interests; there are currently improved employee newsletters and a newsletter for elected officials and community leaders. A parent newsletter is forthcoming.

Update and Next Steps

The Communications Department has continued to develop and dispatch targeted newsletters to enhance communication methods across the district. Communications team members also completed audits at every school in the spring to assess their family-oriented environments, and schools will receive reports before the beginning of the school year. As a result of feedback collection efforts described in the mid-year review report, the Communications Department will undertake a more intensive focus on engaging families as part of its strategic work for next year in partnership with the Instruction and Curriculum Department.