



**Dr. Eve Carney | Chief of Districts and Schools**

# Strategic Plan Overview



**ACADEMICS:** All Tennessee students will have access to a high-quality education... *by learning to read and reading to learn with high-quality materials.*



**STUDENT READINESS:** Tennessee schools will be equipped to serve the academic and non-academic needs of all students... *by developing robust career pathway opportunities and connecting students to real-time support.*



**EDUCATORS:** Tennessee will set a new path for the education profession... *by becoming a teacher for free.*



# Session Overview

- School Turnaround Overview
- ASD 1.0
- ASD 2.0
- State Turnaround Superintendent
- Next Steps
- Questions



# School Turnaround Overview



# Theory of Action: If we create...

a Turnaround Framework with a clear continuum of support, interventions, monitoring, and expectations for schools, districts, and the department that includes:

a culture of high expectations and commitment to continuous improvement through evidence-based practice;

a structure for earned autonomy and tiers of support for increasing intervention;

resources to support continuous improvement and capacity building;

a plan for strong community stakeholder involvement;

an Achievement School District that serves as our most intensive intervention and catalyst for change;

**then**, districts will be empowered and will gain the capacity to serve schools in need of improvement, focused on individual school needs and/or needs specific to identified underperforming student groups by:

ensuring that every school has a results-oriented, community-competent leader;

recruiting and retaining effective teachers with the will and skill to teach students in high-need schools;

training and supporting effective teachers in the depth and knowledge of instructional practice;

providing support and wraparound services that engage students, parents, community partners, and other stakeholders;

creating structures to involve key stakeholders in the school turnaround process;

**resulting in** an increase in both growth and achievement for students in schools identified as needing improvement to prepare them for life and opportunities for college and successful careers.

# School Turnaround Framework

- The framework is based on a continuum of support and resources, requirements, and monitoring outlined in Tiers of support.
- This framework is grounded in the acknowledgement that schools have unique needs, and all aren't in the same place- one size does not fit all.
- The autonomy in the framework shifts from full district autonomy in pre-Tier to increasing state intervention in Tiers 1 and 2 and full state intervention in the ASD.
- The framework is fluid; schools will move among the tiers of intervention based on student progress and overall achievement.



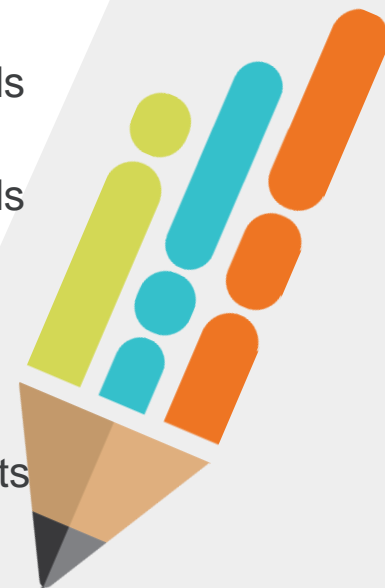
# School Turnaround Framework: Tiers of Support

- **Pre-Tier:** Targeted Support and Improvement (TSI) and Additional Targeted Support and Improvement (ATSI) schools
- **Tier 1:** Schools newly identified as priority or existing priority schools who are making sufficient progress as measured by the accountability protocol.
- **Tier 2:** Schools that have been on multiple priority lists and are not making sufficient progress as measured by the accountability protocol
- **Tier 3:** Priority schools that are chronically underperforming, have stagnant outcomes, and have been on multiple priority lists



# Priority School

- Priority schools: state designation – lowest performing 5% of schools (Title and Non-Title I)
  - Schools identified once every three years, but schools can exit each year.
- Schools may exit Priority status annually by **meeting one of the following** exit criteria:
  - The school’s one-year success rate for the all-students group exceeds the 10<sup>th</sup> percentile statewide in both two most recent years;
  - The school’s one-year success rate for the all-students group exceeds the 15<sup>th</sup> percentile statewide in the most recent year;
  - The school earns a TVAAS level of 4 or 5 in all accountability subjects/content areas for both two most recent years;
  - If the school was identified for graduating less than 67% of its students, the school can exit by graduating at least 67% of its students in both two most recent years.



# Priority Schools

- Tennessee will run its accountability model in the fall of 2022, including school letter grades (state accountability) and identification of schools for improvement (federal accountability)
  - Priority (Comprehensive Support and Improvement)
  - Focus (Targeted/Additional Targeted Support and Improvement)
- More information is forthcoming when the department releases its accountability protocol later this spring.



# ASD 1.0



# T.C.A. Laws Specific to ASD

- Section [§ 49-1-614](#)
  - Parent petition: § 49-1-614(k)(1)(C)
  - Transition plans: § 49-1-614(k)(1)(B)
  - Direct pathway to charter commission: § 49-1-614(k)(4)
  - Commissioner authority to remove a school from ASD at any time: § 49-1-614(k)(6)



# ASD 1.0 Update – Exiting Schools

- Four direct-run ASD schools will transition back to their home district, Memphis/Shelby County Schools (MSCS), for the 2022-23 school year:
  - Corning Achievement Elementary
  - Frayser Achievement Elementary
  - Georgian Hills Achievement Elementary
  - Whitney Achievement Elementary
- The development of individual transition plans are underway, in partnership with MSCS.
  - Plans will be presented to MSCS board later this spring
  - Plans must be approved by the Commissioner



# ASD 1.0 Update – Exiting Schools

- There are three ASD charter schools that will transition to the TN Public Charter School Commission (TSCC) for the 2022-23 school year:
  - Libertas Montessori
  - Cornerstone Prep – Denver Campus
  - Lester Prep
    - Currently working to address transition, including summer programming, funding, data sharing, etc. with TSCC.
- The department is working with three additional ASD schools to transition students for the 2022-23 school year:
  - Pathways – Memphis
  - Pathways – Whitehaven
  - KIPP Memphis Academy Elementary



# ASD 1.0 Update

Below is a list of remaining ASD charter schools following the 2021-22 school year:

School	Operator	Ending Year
Journey Hanley Elementary*	Journey Community Schools	2022-23
Journey Hanley Middle*	Journey Community Schools	2022-23
Journey Coleman	Journey Community Schools	2023-24
Fairley High School	Green Dot	2023-24
MLK Prep High School	Frayser Community Schools	2023-24
Humes Prep Middle School	Frayser Community Schools	2023-24
Promise Academy Spring Hill	Promise Academy	2023-24
Cornerstone Prep-Lester Campus	Capstone	2023-24
Brick Church Middle School	LEAD	2023-24
Westside Middle School	Frayser Community Schools	2023-24
Neely's Bend Middle School	LEAD	2024-25
Wooddale Middle School	Green Dot	2024-25
Memphis Scholars Florida Kansas	Memphis Scholars	2024-25
Kirby Middle	Green Dot	2025-26
Hillcrest High School	Green Dot	2025-26
Memphis Scholars Raleigh Egypt	Memphis Scholars	2025-26
Memphis Scholars Caldwell Guthrie	Memphis Scholars	2025-26

\*Consolidated into one school: Journey Hanley School

# ASD 1.0

We will continue to work with and support current ASD schools as they near the end of their original agreements

- Accountability via current ASD SPF
- Application support (TDOE Division of Choice)
- Development of transition plans for students



# ASD 2.0 Update



# ASD 2.0 Update

- Ten years of lessons learned
- Resetting to ensure ASD is an effective intervention and integral part of the department's school turnaround framework
- Smaller footprint
- Redesigned school performance framework (SPF) 2.0
- Full charter portfolio (not continuing direct-run schools)
- Organizational shift to zones of schools operated by non-profit EMOs and CMOs



# ASD 2.0

## ▪ Full charter portfolio

–All newly identified ASD schools will be under ASD 2.0 zones of schools

- Request for Information (RFI) was released on March 16 with a response deadline of 2 PM CT on April 1, 2022.
  - The information gathered via the RFI will be used to inform the formal procurement
  - EMOs and CMOs will be selected
- In fall 2022, selected EMOs and/or CMOs will be matched to a zone of newly identified priority schools in need of the most intensive intervention.



# ASD 2.0

- Redesigned school performance framework 2.0
  - Partnering with WestEd to develop an SPF which reflects the National Association of Charter School Authorizers' best practices
  - Aligned with TN State Charter Commission SPF
  - Continues to focus on three key areas:
    - Finance - ensure operators are financially responsible and visible
    - Student and Family Rights - Ensure school compliance with legal obligations
    - Academics - Ensure operators are on track to move out of priority status and accelerate achievement



# State Turnaround Superintendent



# State Turnaround Superintendent

- Will oversee full spectrum of school turnaround framework
  - Pre-tier supports
  - District-led turnaround supports
  - State/district partnerships
  - Achievement School District



# Next Steps

- Ensure that transition plans are complete and best serve the needs of the students that are transitioning
- Implement the organizational structure of ASD 2.0
- Continue to collaborate with both internal and external stakeholders to obtain feedback on the following:
  - SPF 2.0
  - School Turnaround Feedback





**Questions?**

# Thank you!

- Dr. Eve Carney | Chief, Office of Districts and Schools  
[Eve.Carney@tn.gov](mailto:Eve.Carney@tn.gov)  
(615) 532-1245 | (615) 854-9598



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