



METRO
NASHVILLE
PUBLIC
SCHOOLS

EXCEEDING GREAT EXPECTATIONS

Bill Purcell's Class, April 4, 2018



Our Foundation



OUR VISION

- Metro Nashville Public Schools will be the fastest-improving urban school system in America, ensuring that every student becomes a life-long learner prepared for success in college, career and life.

OUR MISSION

- We deliver a great public education to every student, every day.

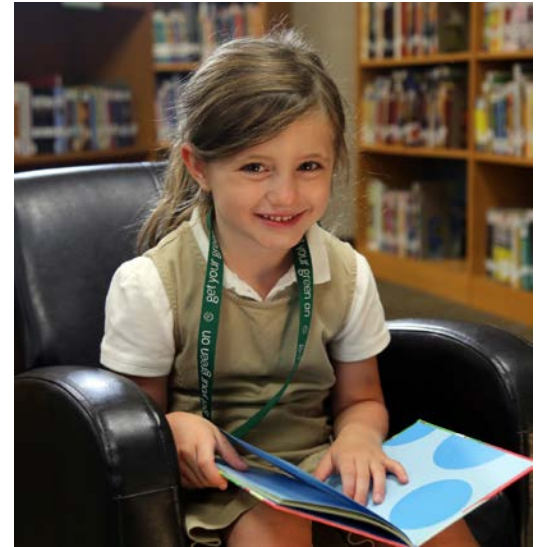
OUR VALUES

- Whole learner, literacy, excellence, relevance, innovation, talent, collaboration, equity and diversity.

Strategic Problem of Practice

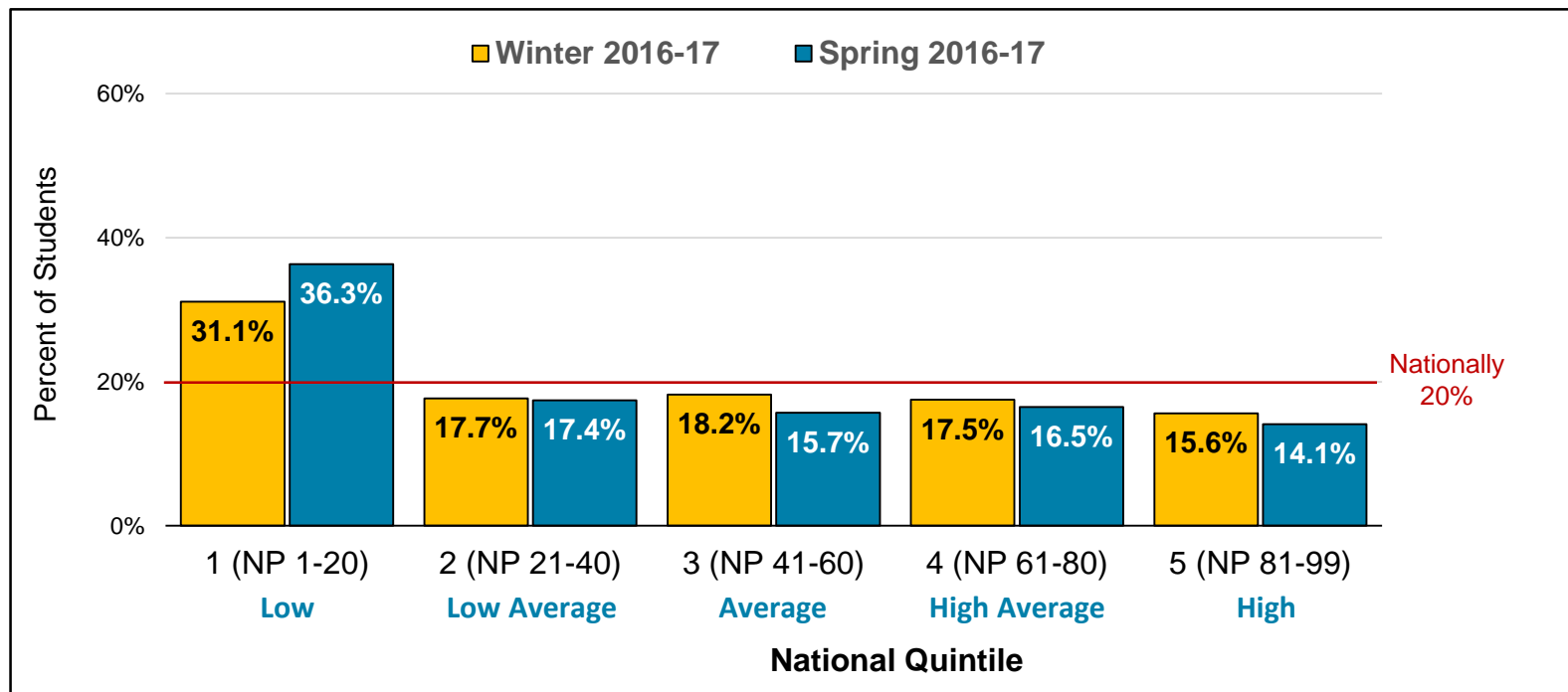
While Nashville's economy is thriving, the harsh reality is that 2 out of 3 students within our public schools are **not meeting 3rd grade reading expectations**. We are leaving even more of our economically-disadvantaged students behind.

This problem has persisted for more than two decades. Our city must work with a sense of urgency to correct this injustice.



Our Challenge

Percent of MNPS Students by National Quintile (Grades 2-8)



Note: 20 percent of students nationally fall into each quintile.

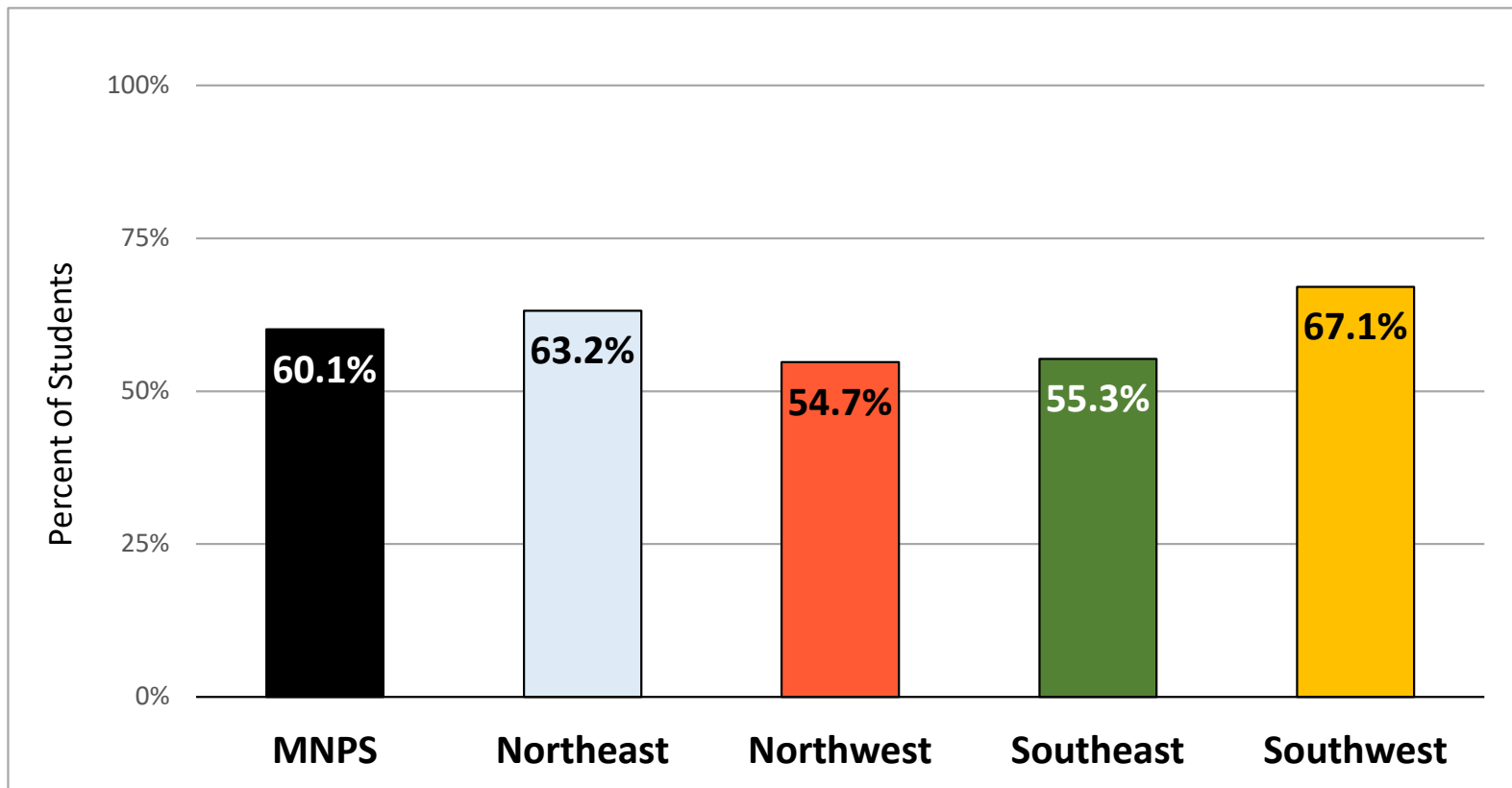
Our Challenge

Median NP and Percent of MNPS Students At or Above Average Range (National Quintiles 3-5) by Subgroup

Subgroup	Winter			Spring			Subgroup	Winter			Spring		
	Number Tested	Median NP	Quintiles 3-5	Number Tested	Median NP	% in Quintiles 3-5		Number Tested	Median NP	Quintiles 3-6	Number Tested	Median NP	% in Quintiles 3-6
All Students	36,101	42	51.3%	33,968	37	46.3%	All Students	-36,017	-72076	51.3%	-33,894	-67825	46.3%
Asian	1,574	55	60.9%	1,515	50	57.8%	Asian	- 1,464	-2983	60.9%	- 1,415	-2880	57.8%
Black	14,327	33	43.1%	13,150	27	37.5%	Black	-14,261	-28555	43.1%	-13,096	-26219	37.5%
Hispanic	8,295	30	39.4%	8,068	24	33.4%	Hispanic	- 8,235	-16500	39.4%	- 8,020	-16064	33.4%
Native American	47	40	48.9%	45	37	46.7%	Native American	33	26	48.9%	29	21	46.7%
White	11,175	63	69.0%	10,547	60	65.2%	White	-11,049	-22161	69.0%	-10,427	-20914	65.2%
Multi-ethnic	650	48	56.3%	614	46	53.4%	Multi-ethnic	- 554	-1156	56.3%	- 522	-1090	53.4%
Econ Disadvantaged (ED)	18,056	28	37.6%	16,902	23	32.3%	Econ Disadvantaged (ED)	-18,000	-36028	37.6%	-16,856	-33735	32.3%
Non-ED	18,034	58	65.1%	17,049	53	60.5%	Non-ED	-17,918	-35894	65.1%	-16,943	-33939	60.5%
English Learners (EL)	6,372	12	17.8%	6,358	9	15.1%	English Learners (EL)	- 6,348	-12708	17.8%	- 6,340	-12689	15.1%
Non-EL	29,718	49	58.5%	27,593	45	53.5%	Non-EL	-29,620	-59289	58.5%	-27,503	-55051	53.5%
Students with Disabilities (SWD)	4,100	6	17.4%	3,843	5	15.2%	Students with Disabilities (SWD)	- 4,088	-8182	17.4%	- 3,833	-7671	15.2%
Non-SWD	31,990	46	55.6%	30,125	41	50.3%	Non-SWD	-31,898	-63842	55.6%	-30,043	-60127	50.3%

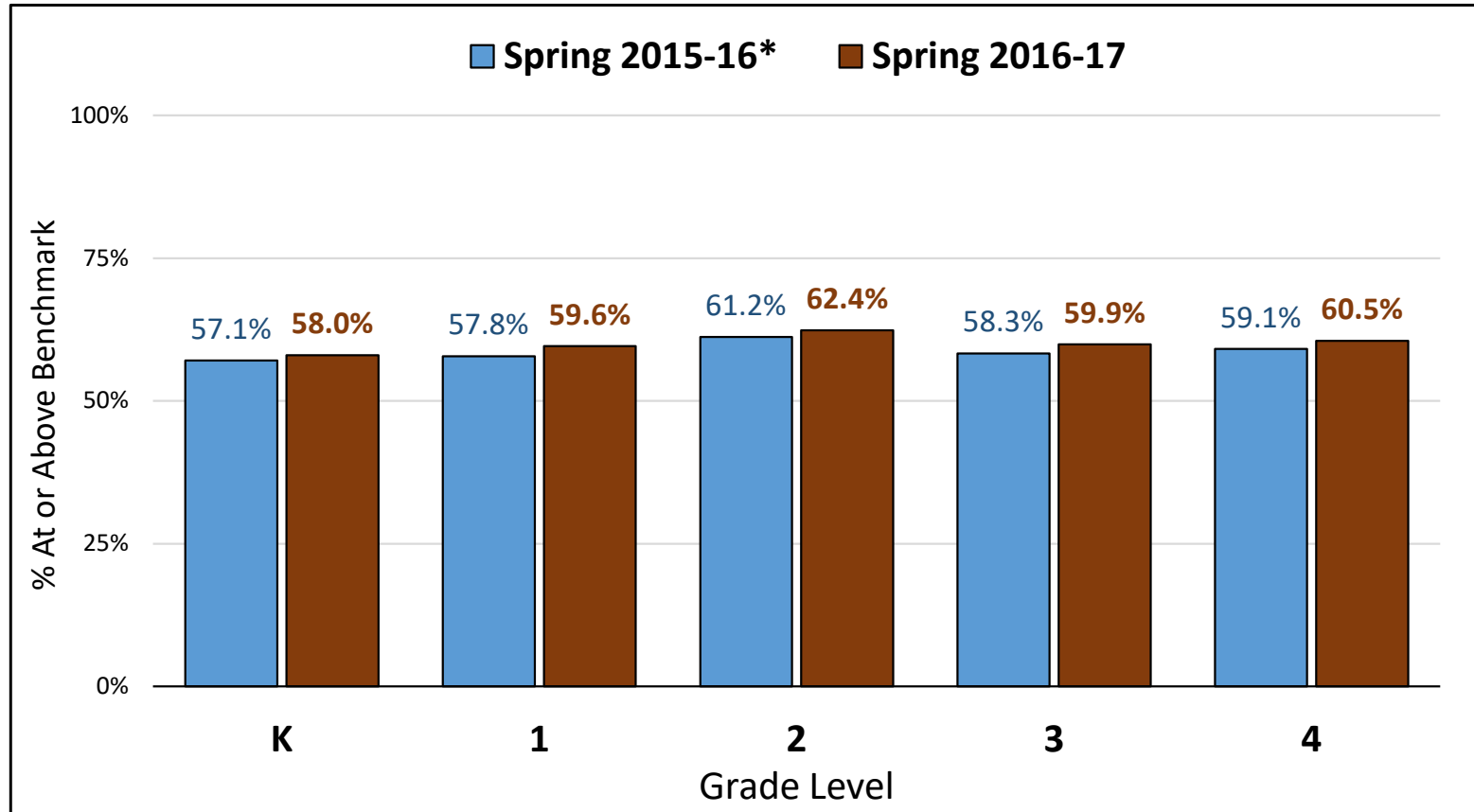
Our Challenge

Percent of MNPS Students, by Quadrant, Reaching Text Level Assessment Benchmarks: Spring 2016-17



Our Challenge

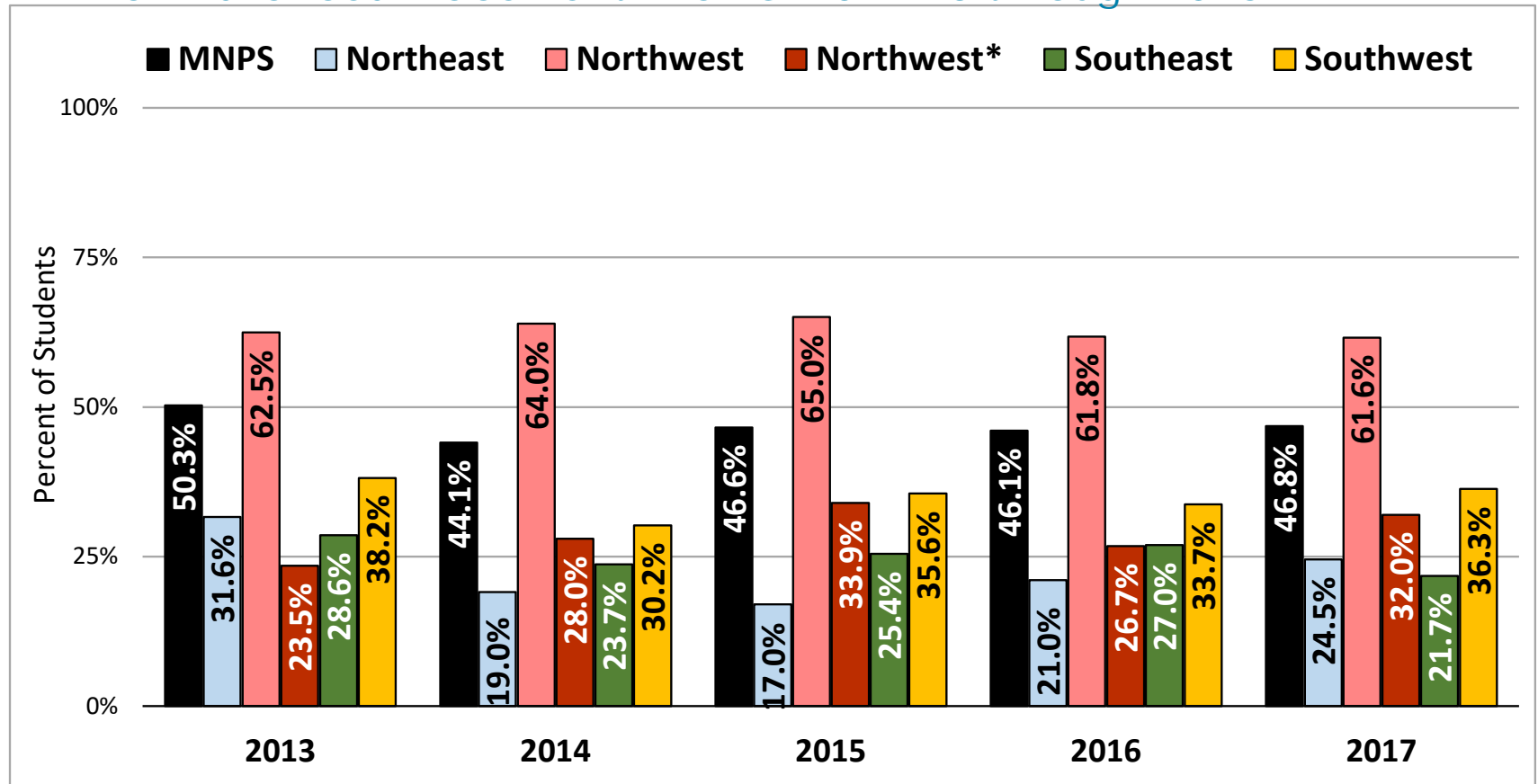
Percent of MNPS Students Reaching Text Level Assessment Benchmarks: Spring 2015-16 and Spring 2016-17



* Results adjusted to utilize 2016-17 benchmarks.

Our Challenge

Percent of MNPS Students, by Quadrant, Scoring 3 or Higher on Advanced Placement Exams: 2012-13 through 2016-17



Note: The number of students tested increased from 2248 to 2828 and the number of tests attempted has increased from 4012 to 5162 between 2013 and 2017. District and quadrant results include charter school students.

Our Challenge

2016-17 MNPS Industry Certification Results by Quadrant/School

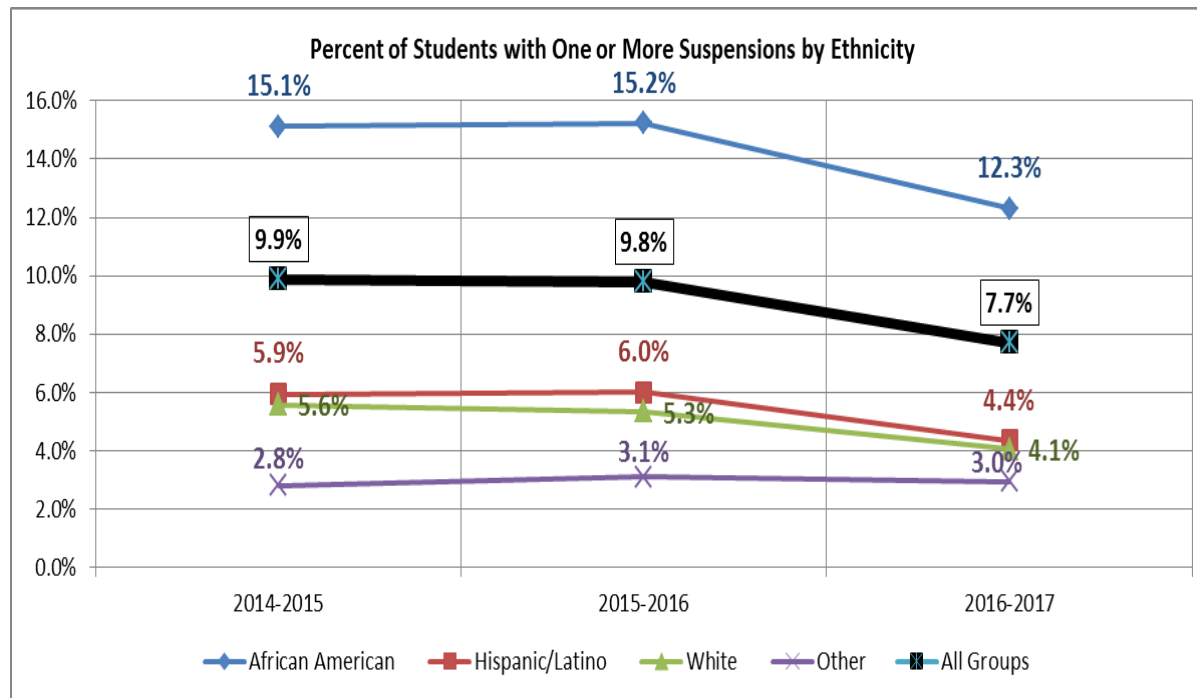
CLUSTER	Potential Students	Tested	Passed	% Passed
Antioch	345	95	69	73%
Cane Ridge	310	53	37	70%
Glenclyff	170	71	47	66%
SE Quadrant	825	219	153	70%
Big Picture	N/A	1	0	0
Hillsboro	80	43	8	19%
Hillwood	90	28	9	32%
Overton	415	65	36	55%
SW Quadrant	585	137	53	39%

CLUSTER	Potential Students	Tested	Passed	% Passed
Maplewood	80	31	11	35%
McGavock	280	215	146	58%
Stratford	105	24	24	100%
NE Quadrant	465	270	181	67%
Hunters Lane	205	34	14	41%
MLK	N/A	8	5	63%
Pearl Cohn	65	12	3	25%
Whites Creek	80	20	6	38%
NW Quadrant	350	74	28	38%

Eligible	Tested	Passed	% Passed
2225	700	415	59%

Our Challenge

2016-17 EOY Discipline Data



Our Challenge

ACT Average Score by Subject

Subject	Average ACT Score		
	2014	2015	2016
English	17.9	18.2	17.6
Mathematics	17.9	18.2	17.8
Reading	18.6	18.9	18.6
Science	18.6	19.0	18.3
Composite	18.4	18.7	18.2
Number Tested	3867	3790	4376

Our Challenge

ACT Composite by Race/Ethnicity & Economic Status

	Student Subgroup	# Tested	Composite Avg	% Econ Disadv*
	All Students	4376	18.2	55.9%
Race/ Ethnicity	Black/African American	1680	16.7	63.2%
	American Indian/Alaska Native	13	14.5	50.0%
	White	1116	20.7	38.5%
	Hispanic/Latino	704	16.9	68.8%
	Asian	196	19.7	56.8%
	Native Hawaiian/Pacific Islander	3	14.7	NA
	Two or More Races	173	18.9	NA
	No response	491	18.6	NA
Economic Status	Economically Disadvantaged	2187	17.0	100.0%
	Not Economically Disadvantaged	1726	20.0	0.0%
	Non-completers**	463	16.9	NA

*Percent Economically Disadvantaged based upon test takers that finished 2015-16 school year in MNPS

**Students that left district prior to end of 2015-2016 school year

2016-17 Foundation

1. We began **curriculum update meetings** to support teams' ability to focus on instructional improvement at all levels.
2. We started, in January, assessing students in grades 2-8 reading performance using **MAP-R**.
3. We **reduced the ratio of principal supervisors to schools** to provide better service to principals.
4. We **piloted Performance Matters** in schools to more readily provide data to teachers.
5. We **increased substitute pay** to improve substitute availability for schools.
6. We began communicating through the **Forward Focus** to improve internal communications about system-wide work and to celebrate successes.
7. We developed a new **strategic plan**.

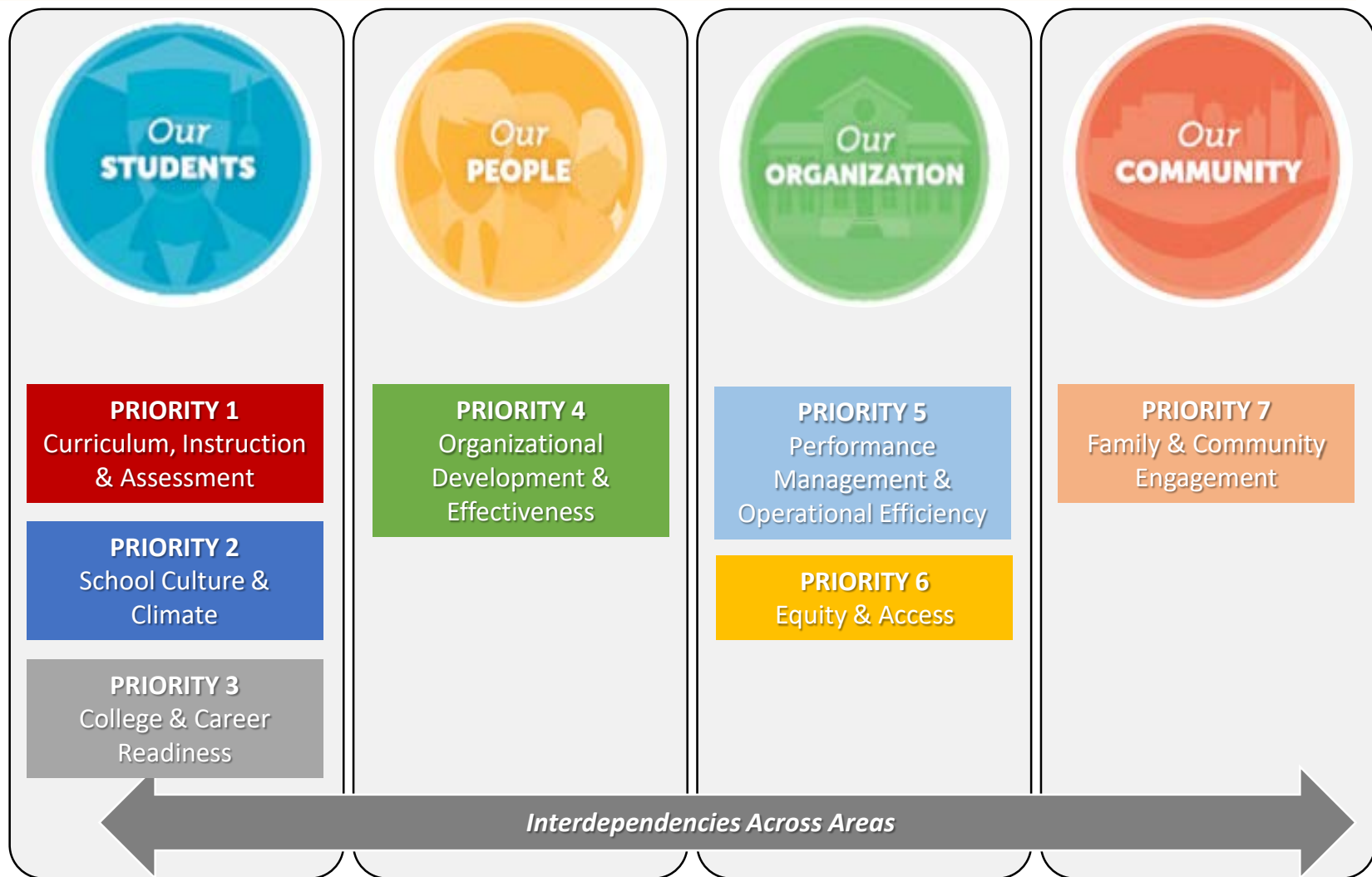
Areas of Focus



Strategic Planning Process



2017-18 Priorities by Goal Area



2017-18 Efforts

- The Institute for Learning (IFL) developed **two exemplar units for ELA** at each grade level (informational and literary) and supported teachers and coaches as they developed **new scope and sequence documents**.
- **Literacy development specialists** will receive targeted training this year to better support schools in data use and curricular planning.
- The district will provide targeted training and support for schools to implement **balanced literacy** using complex text and phonics.
- We have a **norm referenced assessment (MAP-R and MAP-M) for grades 2-8** to communicate with teachers and families about our children's reading and math performance.
- We will assess students' readiness for the **ACT in grade 9**.
- Performance Matters will also allow teachers to **assess performance against standards** with a stronger item bank that is better aligned to expectations.
- 18 middle schools will receive additional instructional support to strengthen **STEAM activities**.
- **Advanced Academic Resource Teachers** are in elementary and middle schools to support more rigorous instruction.
- Funds are available to **pay for AP, IB, Cambridge exams and certification tests**.
- A group of pilot schools will work with Research for Better Teaching (RBT) to support the **instructional capacity of teachers** and (RBT) will work with all principals.

2017-18 Efforts

PRIORITY 2 School Culture & Climate

- We added **additional EL teachers** to support increased EL enrollment.
- We added **additional counselors** to support schools' increased needs.
- We will continue to implement **behavior management, Social & Emotional Learning, and Restorative** models.
- We **increased the ratio of nurses to schools.**

PRIORITY 3 College & Career Readiness

- **Gifted and Talented classes** have been added to middle school schedules.
- We established an **office of school choice.**

2017-18 Efforts

PRIORITY 4

Organizational
Development &
Effectiveness

- We created an **aspiring principal, new principal and assistant principal training cohort**.
- We established an **office of Organizational Development** to ensure our development strategies match our aspirations for implementation.
- We **increased salaries by 3% and a step** for qualified employees.
- Principal supervisors are working with the Center for Educational Leadership to **better support principals to focus on instructional leadership**.

PRIORITY 5

Performance
Management &
Operational Efficiency

- Schools will be able to **access student performance data** easily through a new platform called Performance Matters.
- Schools will receive **school and classroom level reports** on which they can act.
- We are **developing project plans** linked to the major initiatives and priorities.
- We will create a **performance management dashboard** at the school, quadrant, and district levels.

2017-18 Efforts

PRIORITY 6 Equity & Access

- We have **launched MNPS Next** to determine whether we can move 5th grade to the elementary level and to look at equitable programming.
- We will develop a **plan for equity and diversity** for our people and students.
- As part of student based budgeting, we increased the weight for students living in poverty

PRIORITY 7 Family & Community Engagement

- We moved to a **quadrant model** of support.
- We are revamping our **community and parent engagement** departments.



How We will Measure Progress?

- Creating school and district level data dashboard based on performance measures in strategic framework
 - Awaiting state-level 3-8 and 9-12 baseline data from 2016-17 to calculate – for lagging indicators – achievement, growth, and TVAAS (total and disaggregated)
 - Need to administer – for leading indicators – the following in 2017-18 to establish baselines for 2018-19: NWEA math, Fastbridge, and Universal Screener
 - Awaiting ACT, AP, IB, CIE, and certification baseline data from 2016-17 to calculate annual targets for 2017-18
 - Awaiting development and administration of new school and organizational culture surveys to establish baselines for 2018-19

How We will Measure Progress?

- By 2021, 47.8% of students will meet college and career readiness benchmarks in high school

By Subject

- 60.2% English
- 40.6% Math
- 40.6% Reading
- 47.1% Science

- By 2021, 86.2% of students will graduate on-time
- By 2021, 94.9% of Elementary, 95.1% of Middle Prep, and 94.7% of high school students will be retained in MNPS

Moving Forward

If we raise expectations and support organizational learning and culture, we will improve student achievement