



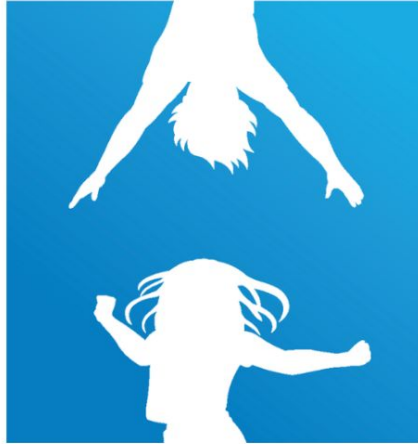
**HAMILTON**  
**COUNTY**  
**SCHOOLS**

A Level 5 School District

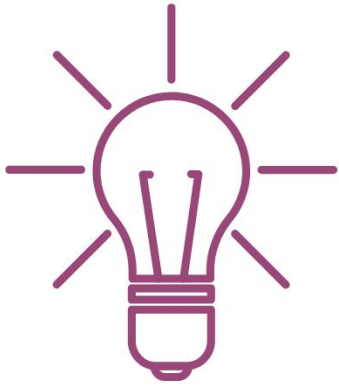
# 2020-2021 Achievement and Growth

Shannon Moody & Dr. Marsha Drake

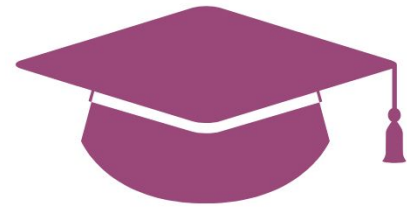
September 16, 2021



All children *thrive*  
and experience a  
future without limits.



Hamilton County Schools  
will create **pathways to  
bright futures** for *all*  
**students** in our  
community by equipping  
them with the **skills,**  
**knowledge and supports**  
required to realize their  
**full potential!**



# Flashback to 2017: 5 years from now...

- STUDENTS EXCITED ABOUT EDUCATIONAL OPPORTUNITIES IN HCDE
- HC SCORES TOP IN STATE
- EVERY CHILD READING AT GRADE LEVEL
- MORE THAN EVER BEFORE - PARENTS ENGAGED IN THEIR CHILD'S EDUCATION
- AS A RESULT OF VISION & HARD WORK IN 2017 - HC SCHOOLS THRIVING
- EVERY GRADUATE JOB READY

## Hamilton County Schools Ranked by U.S. News and World Report as Tops in TN

- \* Excellent partnerships contributing to ALL student success (business, non-profit, public/private, socio-economic)
- \* Private school community shrinks by 75%
- \* Community school model in all schools
- \* Top 5% in all standard assessments
- \* Competitive pay for teachers/staff
- \* Teacher, student, parent satisfaction w/ school culture @ all time high
- \*

## Hamilton County Schools Proving itself to be the fastest improving District the last 5 years!

- Residents able to identify with their Community schools. District Ran, Community Powered
- Teachers lining up to teach in HCDE  
\* Attracting Best & Brightest
- HCDE Grads filling Job Opps @ Recreational
- Enrollment in HCDE schools increasing by climbing
- All opportunity schools back on upward track!
- HCDE overall growth helps improve Hamilton County's Economy?

# Future Ready 2023

**Accelerating  
Student  
Achievement**



**Future  
Ready  
Students**



**Great Teachers  
& Leaders**



**Engaged  
Community**



**Efficient  
& Effective  
Operations**



# 20-21 Achievement Data



# Key Takeaways

- HCS **outperformed the state in 24 of 28 achievement areas.**
- HCS saw significant evidence of **exceeding the growth standard in all composite areas**, continuing the trajectory of improvement for students.
- **67 schools met or exceeded growth standard**, which continues to exceed the FR2023 goal of 63 schools.
- **34 schools**, across all school board districts and learning communities, **received designations of distinction** for their Reward school status, Level 5 growth, or both and **27 schools increased achievement versus 2019.**
- **82%** of teachers **met or exceeded growth standard.**
- Almost all **Priority schools in Hamilton County saw significant improvements in percentile rank** across the state.
- **2 schools, Clifton Hills and Woodmore, exited from Priority school designation.**



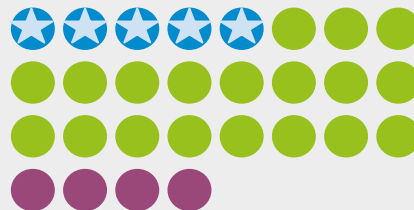
# Overall, HCS Outperformed the State in 24 of 28 tested grade/subject areas.

## 2016 - 2017



In 2016-2017, HCS outperformed the state in only 3 of 21 tested areas

## 2020 - 2021



In 2020-2021, HCS **outperformed the state in 24 of 28 tested areas.**



5 of those areas **outperformed the state by 5% or more.**

## Areas Outperforming the state:

- 3rd ELA, **Math, Sci**
- 4th ELA, **Math, Sci**
- 5th ELA, **Math, Sci**
- 6th ELA, Math, Sci, SS
- 7th Math, Sci, SS
- 8th Sci, SS
- English 1
- Algebra 1
- Geometry
- Algebra 2
- **US History**
- Biology

**Outperformed the state average by 5% or more**

This data was pulled from TDOE District Summary Reports, which only include TNReady assessment data. This data does not include TCAP-Alt results or any accountability data preparations.

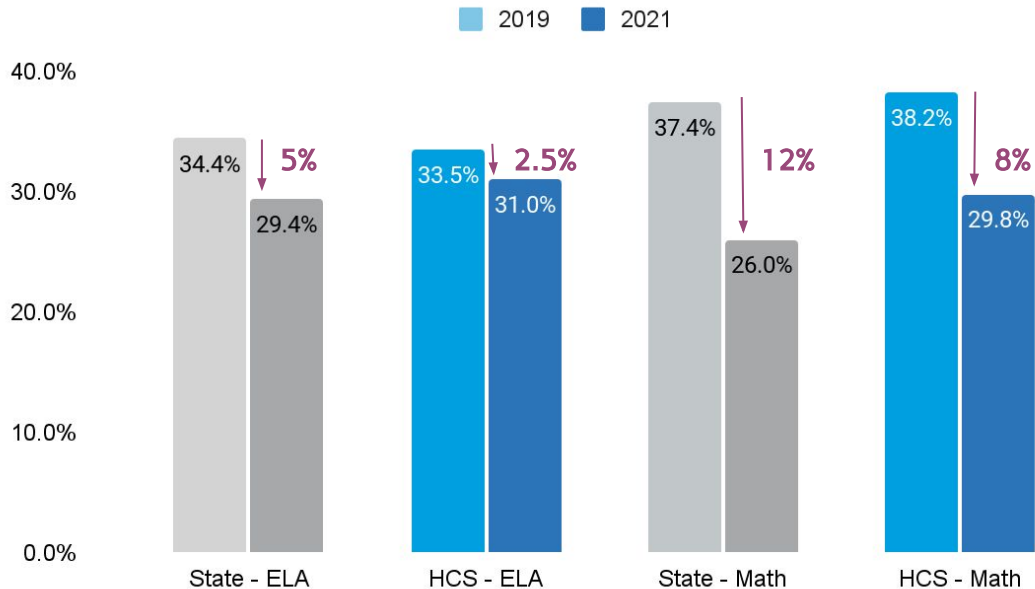


# Successfully navigating COVID-19 response led to smaller declines compared to the state.

**English Language Arts** proficiency across all grade levels held relatively steady, with **only 2.5% decrease** compared to **5% at the state level**.

**Mathematics** proficiency across all grade levels **decreased 8%** compared to **almost 12% at the state level**.

% Students Scoring On Track or Mastered by Year and Subject



# Over the last four years, HCS has been on a historic trajectory as the *fastest improving* district in TN!

## 2016 - 2017

HCS **outperformed** the state in only **3** of **21** tested areas.

In 2016 - 2017 HCS **exceeded state** average in **14%** of tested areas



## 2017 - 2018

HCS **outperformed** the state in **5** of **29** tested areas.

In 2017 - 2018 HCS **exceeded state** average in **17%** of tested areas



## 2018 - 2019

HCS **outperformed** the state in **9** of **21** tested areas.

In 2018 - 2019 HCS **exceeded state** average in **43%** of tested areas



## 2020 - 2021

HCS **outperformed** the state in **24** of **28** tested areas!

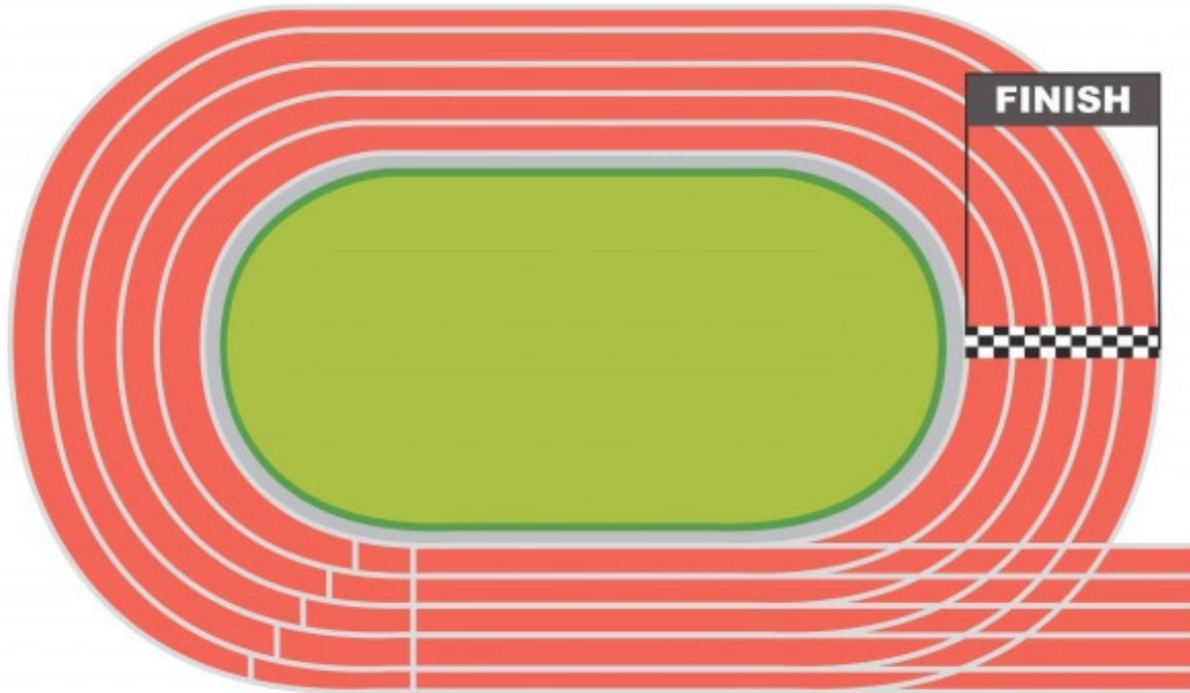
In 2020 - 2021 HCS **exceeded state** average in **86%** of tested areas



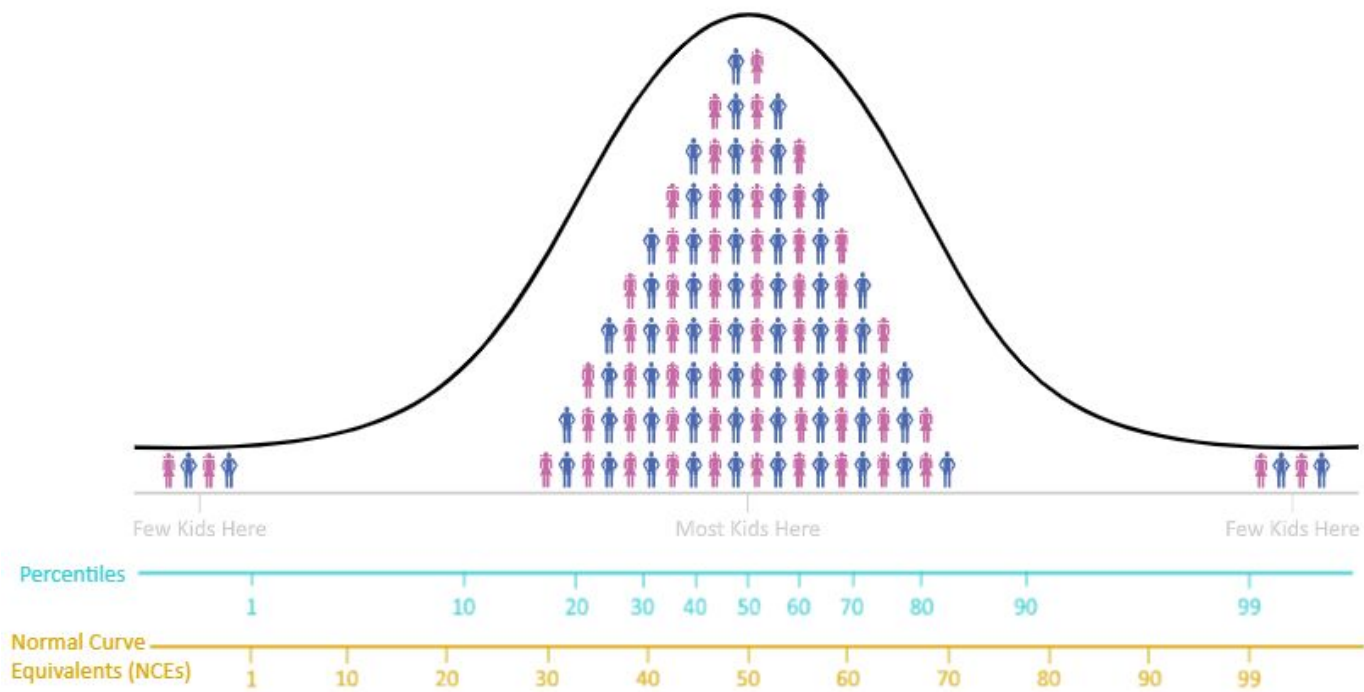
# 20-21 District Level Growth Data



# Achievement versus growth









# Student growth is measured by movement within the overall distribution of students.



TVAAS is calculated using normal curve equivalents (NCEs) which create equal distribution among all performance areas, including the highest and lowest performers.

# TVAAS Growth Levels

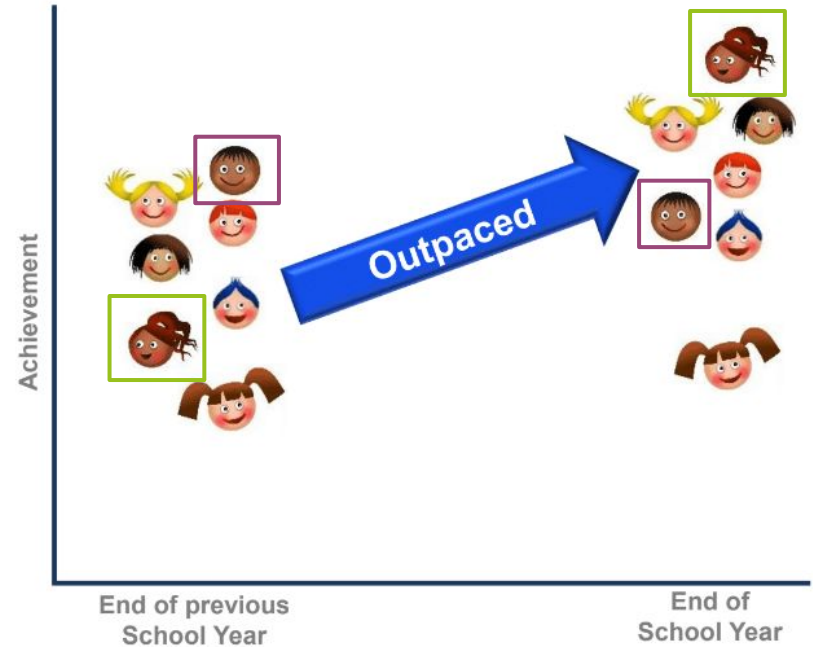
Value Added Color	District and School Growth Measure Compared to the Growth Standard	Index*	Interpretation
 <b>Level 5 – Most Effective</b>	At least 2 standard errors above	2.00 or greater	Significant evidence that students exceeded the Growth Standard. 
 <b>Level 4 – Above Average Effectiveness</b>	Between 1 and 2 standard errors above	Between 1.00 and 2.00	Moderate evidence that students exceeded the Growth Standard. 
 <b>Level 3 – Average Effectiveness</b>	Between 1 standard error above and 1 standard error below	Between -1.00 and 1.00	Evidence that students met the Growth Standard. 
<b>Level 2 – Approaching Average Effectiveness</b>	Between 1 and 2 standard errors below	Between -2.00 and -1.00	Moderate evidence that students did not meet the Growth Standard.
<b>Level 1 – Least Effective</b>	More than 2 standard errors below	Less than -2.00	Significant evidence that students did not meet the Growth Standard.

A score of Level 3 or above indicates meeting or exceeding the state growth standard for that year.

# TVAAS Growth Explained

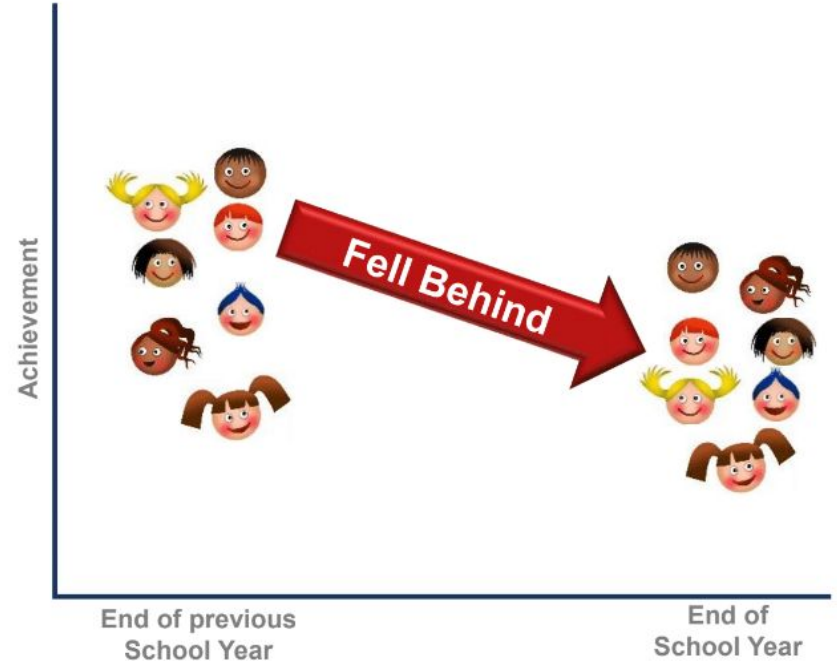
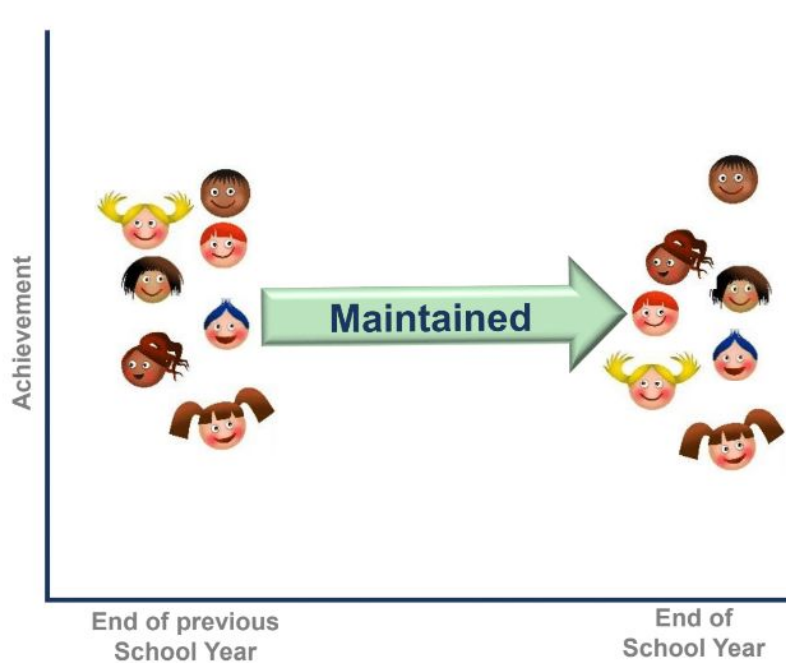
While some students increased in their relative performance, other students decreased.

However, on average, this group of students who took the test, **outpaced** their peers as a whole.

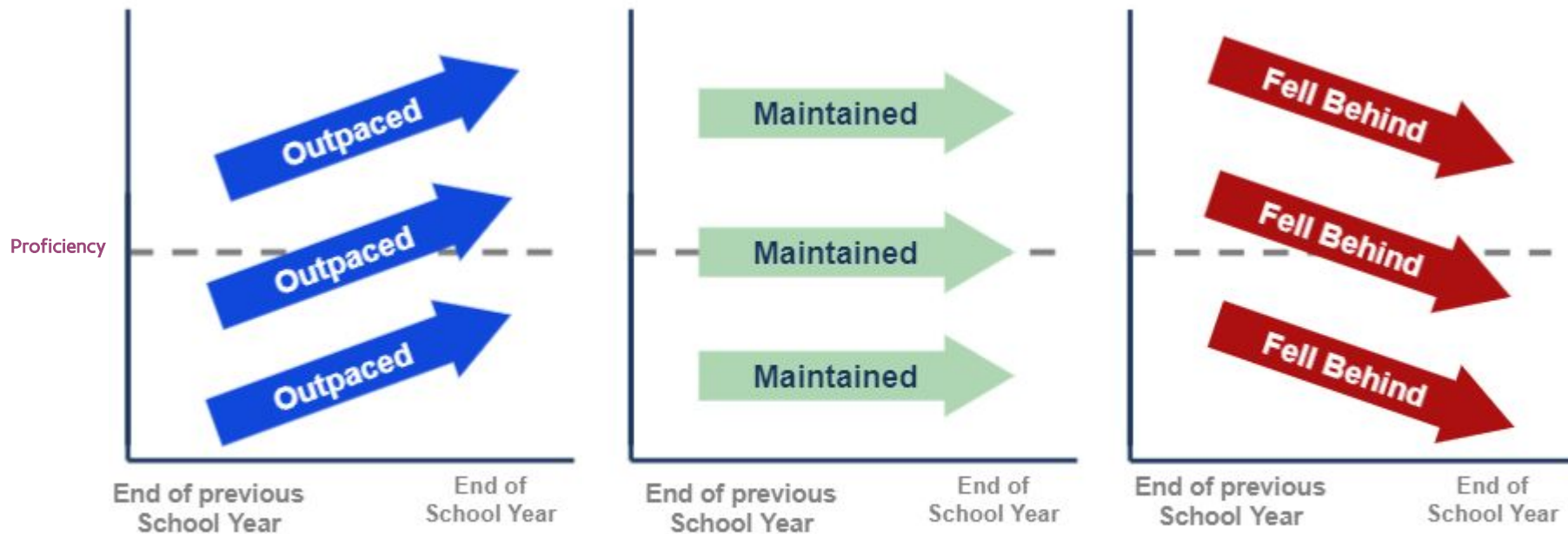




# TVAAS Growth Explained



# Student growth can occur anywhere, regardless of achievement level



**Notice that the growth indicator (color) is consistent, regardless of achievement.**

# In 2016-17, students in HCS were not meeting the growth standard, overall.

**2016-2017 TVAAS Scores - District Wide - Hamilton County**

	System Wide	Grades 4-8	Grades 4-8/EOC	EOC	CTE Students
Composite	1	1	1	1	1
Literacy	5	5	5	5	4
Numeracy	1	1	1	1	1
Literacy and Numeracy	1	1	1	3	2
Science	1	1	1	1	1
Social Studies	1		1	1	1

# In 2017-18, HCS students met growth standard, driven by success in Grades 4-8.

## 2017-2018 TVAAS Scores - District Wide - Hamilton County

	System Wide	Grades 4-8	Grades 4-8/EOC	EOC	CTE Students
Composite	3	5	3	1	1
Literacy	5	5	5	3	1
Numeracy	1	1	1	1	1
Literacy and Numeracy	4	5	4	1	1
Science	3	4	3	1	1
Social Studies	4	5	4	1	1

# In 2018-19, students in almost every area were exceeding the growth standard.

**2018-2019 TVAAS Scores - District Wide - Hamilton County**

	System Wide	Grades 4-8	Grades 4-8/EOC	EOC	CTE Students
Composite	5	5	5	5	5
Literacy	5	5	5	5	4
Numeracy	5	5	5	5	4
Literacy and Numeracy	5	5	5	5	4
Social Studies	5	5	5	4	3

# Last year, HCS students exceeded the growth standard in every composite area.

## 2020-2021 TVAAS Scores - District Wide - Hamilton County

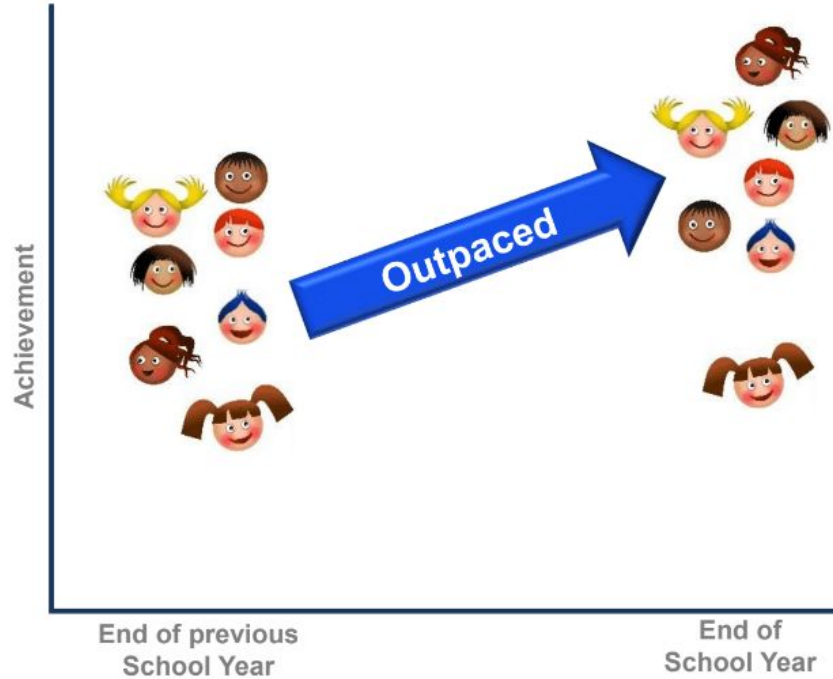
	System Wide	Grades 4-8	Grades 4-8/EOC	EOC	CTE Students
Composite	5	5	5	5	5
Literacy	5	5	5	5	5
Numeracy	5	5	5	5	5
Literacy and Numeracy	5	5	5	5	5

Hamilton County students showed significant evidence of exceeding the growth levels of their peers across the state this year, in all areas.

# HCS Outpaced in 2020-2021 School Year

5

Overall, Literacy, Numeracy TVAAS Composite





# 88% of measured subjects met or exceeded the growth standard

Level 1	Level 2	Level 3	Level 4	Level 5
<p>ACT English Math 8<sup>th</sup> Science 8<sup>th</sup></p>		<p>ELA 6<sup>th</sup> Math 6<sup>th</sup> Math 7<sup>th</sup></p>	<p>ACT Composite Algebra I ELA 8<sup>th</sup> Science 6<sup>th</sup></p>	<p>ACT Math ACT Science/Reasoning Algebra II Biology English I English II Geometry U.S. History ELA 5<sup>th</sup> ELA 7<sup>th</sup> Math 5<sup>th</sup> Science 7<sup>th</sup> Social Studies 6<sup>th</sup> Social Studies 7<sup>th</sup> Social Studies 8<sup>th</sup></p>

# HCS continues the pattern of improvement

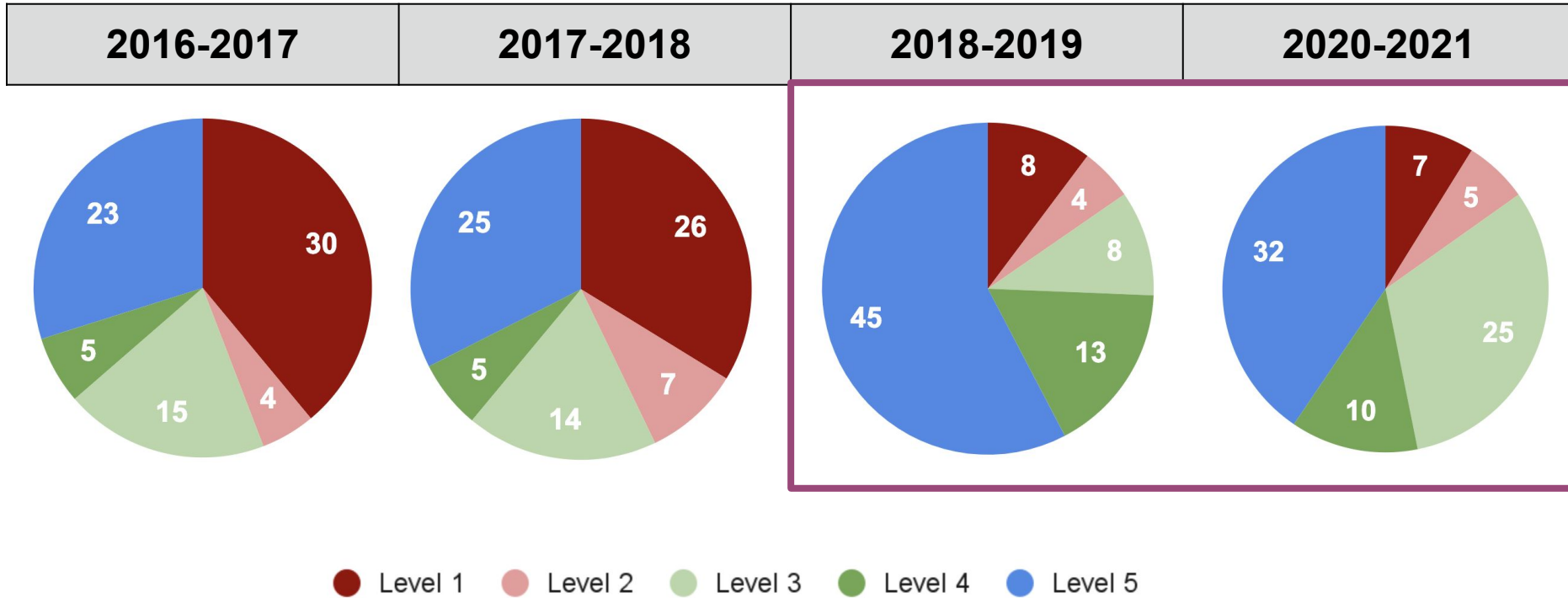
	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2020-2021
<b>Composite</b>	1	2	1	3	5	5
<b>Literacy</b>	1	5	5	5	5	5
<b>Numeracy</b>	1	1	1	1	5	5
<b>Literacy and Numeracy</b>	1	3	1	4	5	5

Over the past three years, student learning gains have universally **exceeded state growth expectations**, and HCS teachers continue to **improve the learning trajectory** for thousands of students!

# 20-21 School Level Growth Data



# 85% of our schools are meeting or exceeding growth measures.



# 20-21 Teacher Level Growth Data



# Chattanooga Times Free Press

Honoring Champions of Health Care 2016

IN BUSINESS | D1

Hard-hitting Moc is serious about football and faith



IN SPORTS | C1

Phelps' final Olympic swim



IN SPORTS | C6

Up to **\$130** in coupons inside today's edition >>

- HCS **teacher effectiveness** was profiled by TFP in 2016
- Since 2017, HCS has prioritized **instructional excellence**
- Teachers now have more of the **tools, resources, and supports** they need to improve student outcomes



**29%**



Nearly a third of teachers in Hamilton County are considered **least effective**

**16%**



**Hamilton County**

**12.6%**



**Shelby County**

**15.4%**



**Knox County**

**11.4%**



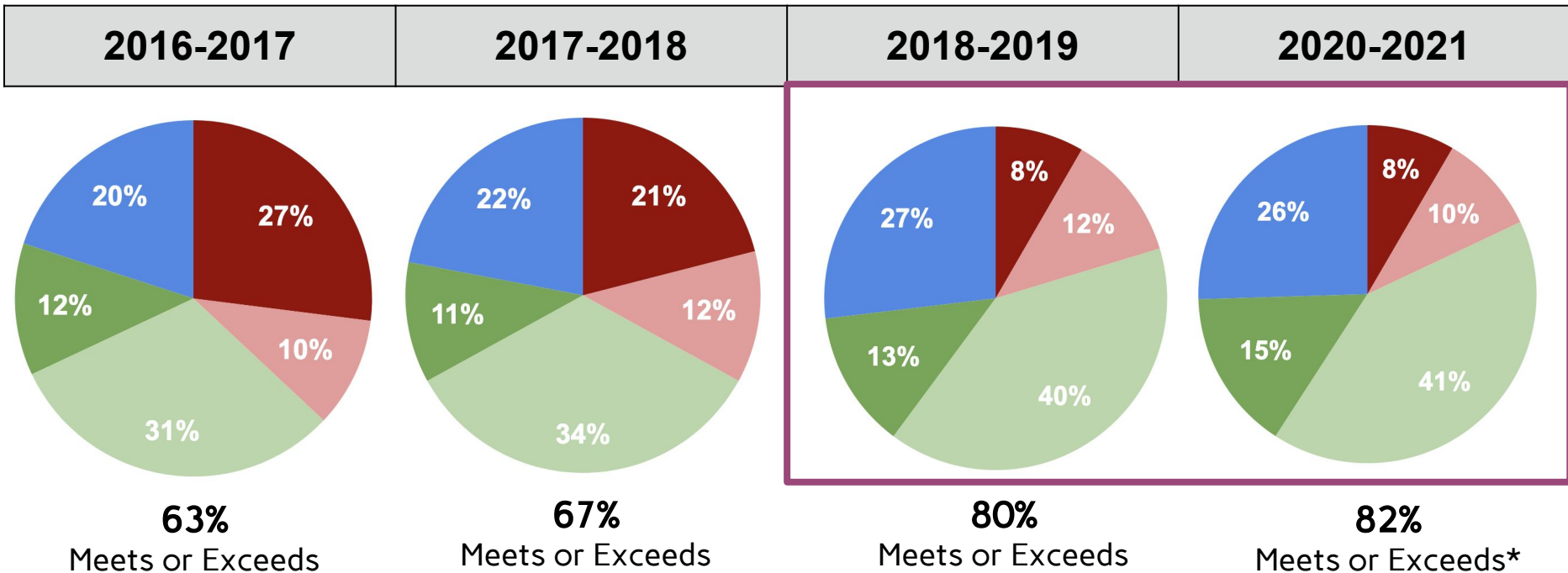
**State Average**

This chart shows the percentage of teachers deemed least effective in Tennessee's four largest school districts.  
Source: Tennessee Department of Education

Worst teachers disproportionately found in low-income schools

BY KENDI A. RAINWATER  
STAFF WRITER

# 82% of HCS Teachers are meeting or exceeding the state growth measure.



● Level 1  
 ● Level 2  
 ● Level 3  
 ● Level 4  
 ● Level 5



*\*Due to state legislation, 2020-2021 teacher level composites include 18-19 & 20-21 combined composite results for some teachers.*



# 20-21 School Level Designations



# 34 schools in Hamilton County earned Reward status or Level 5 distinctions.

Harrison Bay	Missionary Ridge	North River	MidTown	Rock Point	Charter Schools
<p><u>Reward &amp; Level 5</u>                      Apison Elementary                      CSLA                      Ooltewah Elem                      Wallace A. Smith</p> <p><u>Level 5 Schools</u>                      East Hamilton HS                      Hunter Middle                      Wolftever Creek</p>	<p><u>Level 5 Schools</u>                      Clifton Hills Elem                      East Lake Academy                      East Ridge Elem                      East Ridge High                      Eastside Elem                      Tyner Academy                      Tyner Middle</p>	<p><u>Reward &amp; Level 5</u>                      Allen Elementary                      Collegiate High                      Middle Valley Elem                      STEM School</p> <p><u>Level 5 Schools</u>                      Daisy Elementary                      Loftis Middle School                      Hixson High School                      Sale Creek M/HS</p>	<p><u>Level 5 Schools</u>                      Woodmore Elem</p>	<p><u>Reward &amp; Level 5</u>                      Alpine Crest Elem                      Lookout Mountain                      Thrasher Elem</p> <p><u>Reward Schools</u>                      CCA                      CSAS-Lower</p> <p><u>Level 5 Schools</u>                      CSAS - Upper                      Dupont Elementary                      Nolan Elementary                      Rivermont Elem                      Red Bank HS</p>	<p><u>Level 5 Schools</u>                      CGLA</p>

# Reversing “learning loss...”

Diff from 18-19 to 20-21	ELA	Math	Both
Allen Elementary	1.6%		
Alpine Crest Elementary	5.8%	1.8%	3.7%
Apison Elementary School	0.6%		
Barger Academy	3.4%		
Battle Academy	12.1%	2.1%	7.1%
CSAS - Lower	13.3%	2.0%	7.7%
Clifton Hills Elementary	3.8%	6.5%	5.2%
DuPont Elementary	1.5%		
Hixson High School	1.5%		0.4%
Lookout Mountain Elementary	7.5%		0.2%
Lookout Valley Elementary	0.8%		
Middle Valley Elementary	3.4%		0.5%
Nolan Elementary	0.8%		
Ooltewah Elementary	7.3%		2.7%

Diff from 18-19 to 20-21	ELA	Math	Both
Ooltewah High School	1.8%		
Orchard Knob Elementary		2.4%	0.1%
Red Bank Elementary	4.4%	0.2%	2.3%
Red Bank High School	3.4%		
Rivermont Elementary	5.9%		
Snow Hill Elementary	9.4%		
Soddy Daisy High School	1.6%		
Soddy Elementary	2.3%		
The Howard School		0.6%	
Thrasher Elementary	1.8%	0.5%	1.2%
Tyner Middle Academy	0.5%		
Wolftever Creek Elementary	0.1%		
Woodmore Elementary	6.9%	9.1%	8.0%

# Priority Schools

Chattanooga Times Free Press 3/11/01

### Hamilton County Schools ranked

In a ranking of 1,258 state public schools' achievement scores, Hamilton County had four that made the top 20 in at least one test category and 10 that made the lowest 20 in at least one category. Thrasher ranked sixth highest in the state in reading with a score of 86.7. Under the test scoring system, 60 is an A, 50 is a C and 44 is an F.

Top 20 ranking	Reading	Math	Language	Science	Social Studies
Lookout Mountain Elementary	84.4	83.5	88.5	84.5	82.5
Nolan Elementary	81	84	86.3	82.3	79
Signal Mountain Middle	77.7	79.3	83	77.7	82.3
Thrasher Elementary	86.7	87.7	90.3	84	81.7

Lowest 20 ranking	Reading	Math	Language	Science	Social Studies
Calvin Donaldson Elementary	17.3	19.3	22.7	15.7	23
Clifton Hills Elementary	21.7	19	21	13.7	18
East Lake Elementary	15.7	21	22.3	13.3	19.3
East Lake Academy	19	16.3	26.7	18	26.3
East Side Elementary	18	28.3	30.3	16.3	25.3
Franklin Middle	14	15.3	17.7	12.3	16.7
Hardy Elementary	15.7	18.7	23	15	20.3
Howard Elementary	19.3	16.3	19	12.3	20
Orchard Knob Elementary	21.7	21.3	26.3	15.7	25.7
Orchard Knob Middle	16	16.7	19.3	13.7	24

SOURCE: TENNESSEE INSTITUTE FOR PUBLIC POLICY  
STAFF GRAPHIC BY LAURA E. WALKER

*“State education officials view Chattanooga as fertile ground for Tennessee’s first zone. The city has the state’s third-highest number of “priority schools” with test scores in the bottom 5 percent; and after years of local efforts to improve the schools without significant progress, the state is obligated to step in.”*

*-Chalkbeat*

# Eight of our current Priority schools are now ranked above the 5<sup>th</sup> percentile!

Six schools are performing at the 10th percentile or above.

If the priority school list was run by the state using 20-21 data, Hamilton County Schools would have only 1 priority school.

\*High schools and K-8 schools are ranked separately, with a total of 332 high schools and 1306 K-8 schools

2020-2021 Priority Ranking		
School Name	Percentile	Rank*
Clifton Hills Elementary	34.0	444
Woodmore Elementary	32.6	426
Brainerd High School	11.7	39
Calvin Donaldson	11.2	146
Dalewood Middle School	10.3	134
Orchard Knob Elementary	10.0	130
Orchard Knob Middle	6.9	90
Hardy Elementary School	5.1	66
The Howard School	3.9	13

2017-2018 Priority Ranking		
School Name	Percentile	Rank
Brainerd High School	8.7	29
Hardy Elementary School	5.0	66
Woodmore Elementary	4.7	62
Dalewood Middle School	3.0	40
The Howard School	3.0	10
Orchard Knob Elementary	1.8	24
Clifton Hills Elementary	1.7	23
Orchard Knob Middle	1.0	13
Calvin Donaldson	0.8	10



Priority schools are identified every 3 years as schools scoring in the bottom 5% of schools across the state.



# Two schools have officially EXITED Priority school status!

## Clifton Hills Elementary School 34<sup>th</sup> percentile rank



## Woodmore Elementary School 33<sup>rd</sup> percentile rank



# Key Takeaways

- HCS **outperformed the state in 24 of 28 achievement areas.**
- HCS saw significant evidence of **exceeding the growth standard in all composite areas**, continuing the trajectory of improvement for students.
- **67 schools met or exceeded growth standard**, which continues to exceed the FR2023 goal of 63 schools.
- **34 schools**, across all school board districts and learning communities, **received designations of distinction** for their reward school status, Level 5 growth, or both and **27 schools increased achievement versus 2019.**
- **82%** of teachers **met or exceeded growth standard.**
- Almost all **Priority schools in Hamilton County saw significant improvements in percentile rank** across the state.
- **2 schools, Clifton Hills and Woodmore, exited from Priority school designation.**

# Opportunity Gaps and Future Ready 2023





# Moving Forward...

- We are **improving academic growth** for all students, **especially students in subgroups**.
- However, we must **deepen the supports** for our students in **historically underserved subgroups** to reach our **FR2023 strategic plan** goals.
- Work has been ongoing towards **initiatives focused on accelerating achievement for our student subgroups**.
- The **Board's Educational Equity policy** lays the foundation for and elevates our commitment to **closing the opportunity gap**.

# Historical TVAAS Subgroup Growth

## 2017-2018 Subgroup TVAAS

	3rd - 5th	6th - 8th	9th - 12th
All Students	1	5	1
Black/ Hispanic/ Native American	1	5	1
Economically Disadvantaged	1	5	1
English Language Learners	2	5	3
Students with Disabilities	3	4	1

## 2018-2019 Subgroup TVAAS

	3rd - 5th	6th - 8th	9th - 12th
All Students	5	5	5
Black/ Hispanic/ Native American	5	5	5
Economically Disadvantaged	5	4	4
English Language Learners	5	5	5
Students with Disabilities	5	4	1

# In 2020-21, students met or exceeded the growth standard in every grade band and subgroup

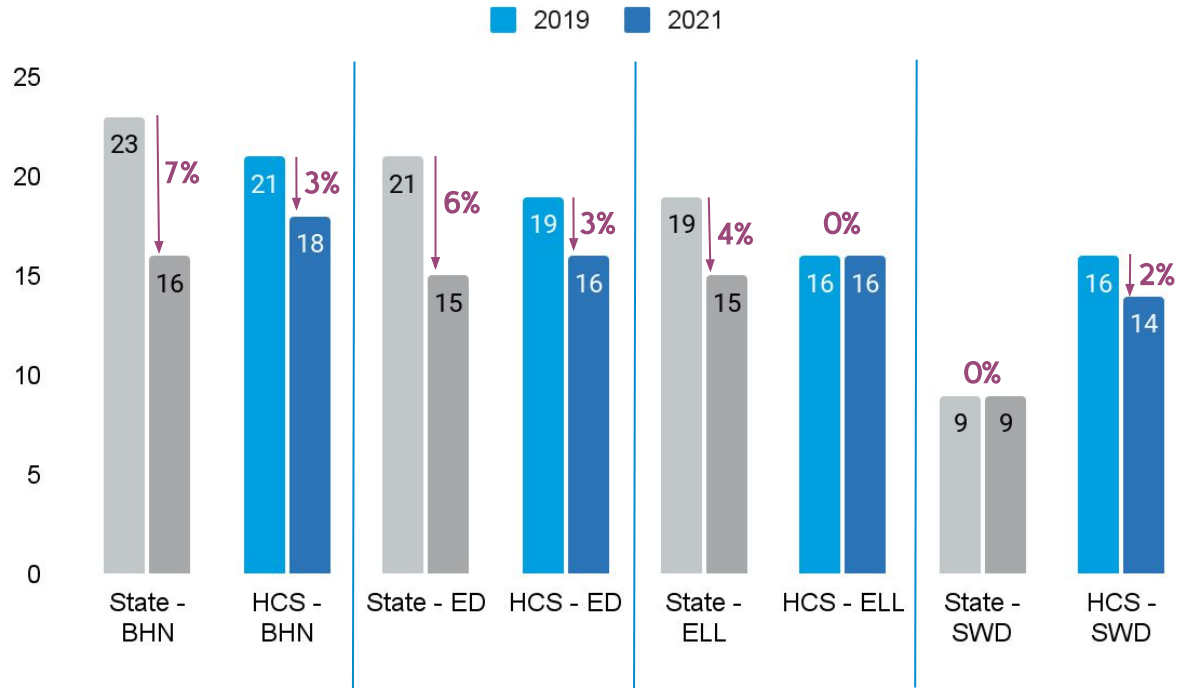
- **3rd - 5th grade students exceeded** the growth standard in every subgroup.
- **BHN and ELL students exceed** the growth standard across every grade band.
- Our **ED students exceeded in the lower grades**, and kept pace in the upper grades.
- Our **SWD students exceeded in grades 3-5, 6-8**, and kept pace in HS.

	3rd - 5th	6th - 8th	9th - 12th
<b>All Students</b>	5	3	5
<b>Black/ Hispanic/ Native American</b>	5	4	5
<b>Economically Disadvantaged</b>	5	3	3
<b>English Language Learners</b>	5	5	5
<b>Students with Disabilities</b>	5	5	3

# Subgroups had smaller declines and are now performing above the state average for their peers.

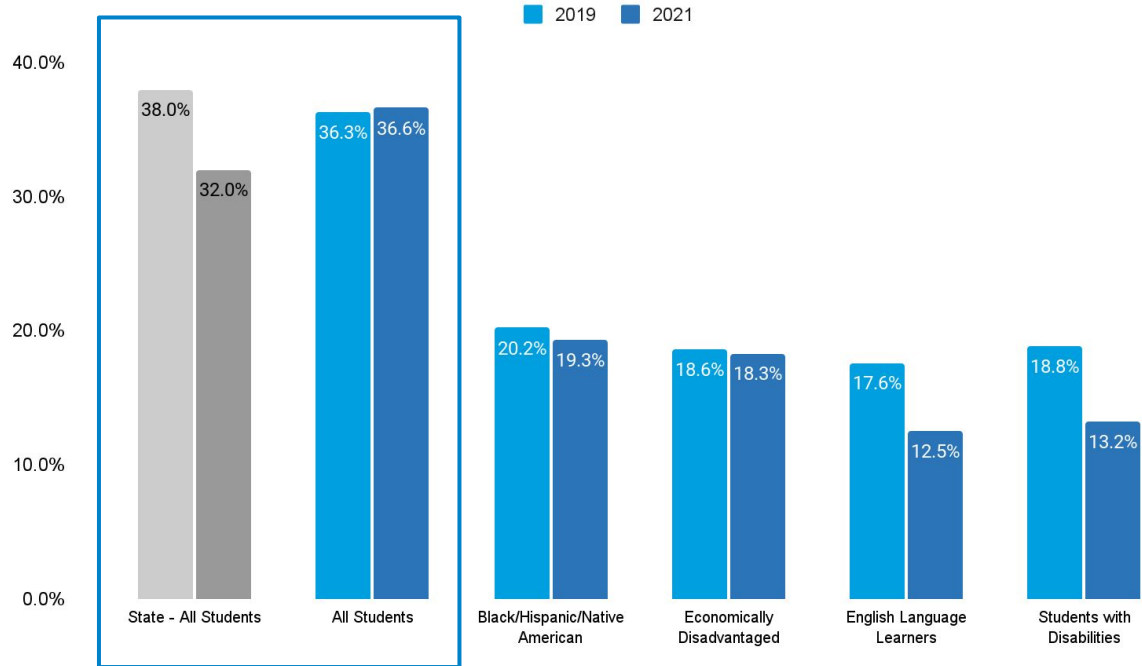
We have challenges with subgroups, but overall, we are seeing that our **subgroup performance was more resilient and higher achieving** than that of the state.

## 20-21 Subgroup Achievement HCS vs. State



# 3rd grade ELA student subgroup performance

3rd Grade ELA Subgroup Performance - TNReady 2019-2021 comparison



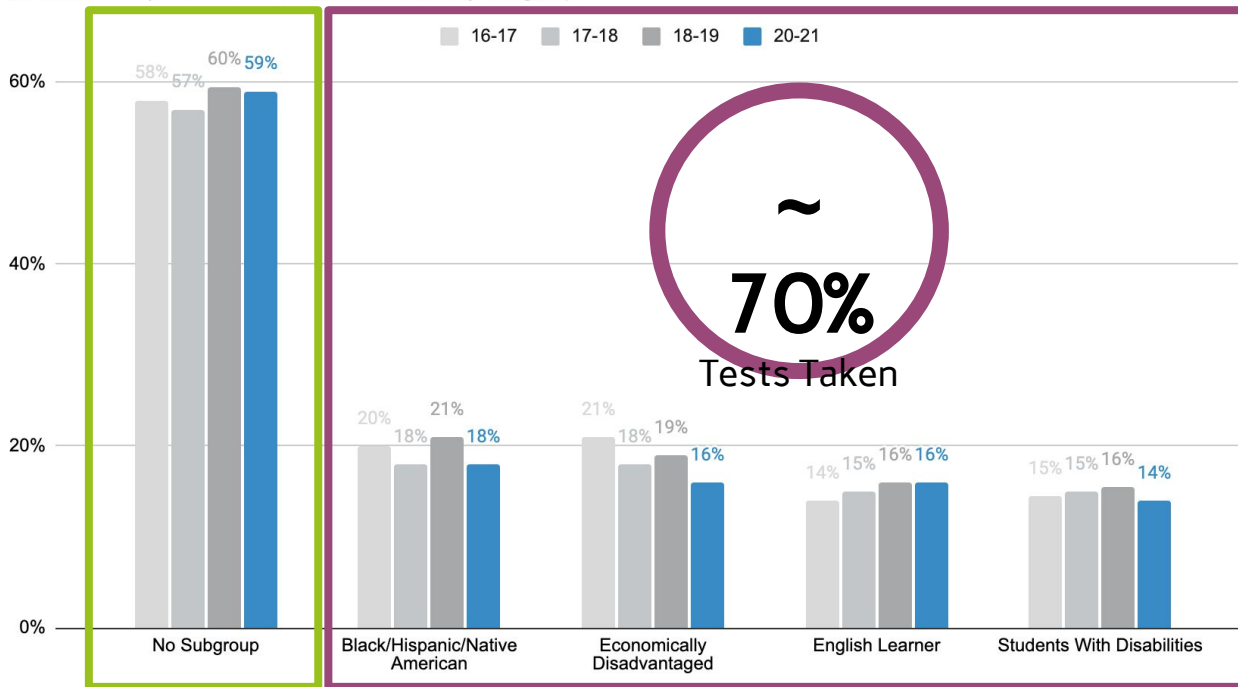
While our **3rd grade students, overall, saw gains** from 2019, students in our historically underserved **subgroups did not see those same gains** compared to 2019.

# We will not be able to reach our FR2023 goals without increasing the performance of students in subgroups

## Hamilton County Schools - State Test Proficiency Rate

All tests taken | Percent On -Track or Mastered by Subgroup

~  
**30%**  
Tests Taken



~  
**70%**  
Tests Taken

## Close the opportunity gap

Schools are charged to serve all students to reach their full academic potential. We understand that our students come from a variety of backgrounds and have different needs that must be addressed to guarantee their academic success. We fully commit to respond to individual student needs, such that every child can perform at high levels and access the range of social, emotional, and academic supports to develop the whole child.

# FR2023 Opportunity Gap Targets

<i>Accelerating Student Achievement</i> KPI Targets	2018 Baseline	2019 Results	2020 Results*	2021 Target	TNReady 2020-2021 Results	Change v. 2018 Baseline
<b>Super Subgroup Success Rate</b>	17.4%	22.0%	23.6%	28.7%	17.6%	0.2%
<b>Super Subgroup <i>Below Reduction</i></b>	43.7%	38.3%	34.3%	34.3%	43.2%	-0.5%

\*Due to COVID-19 school closure, state tests were not administered in Tennessee for the 2019-2020 school year. Internal final benchmark assessment scores have been used in place of TNReady scores for all applicable achievement measures.

- Super Subgroup includes **any student who falls into at least one of the historically underserved subgroups.**
- As a result of the pandemic,** students in our subgroups are performing at levels comparable to our 2018 FR2023 baseline year.



# Action Steps to Close the Opportunity Gap



## Early Literacy/RTI

Implementing a new early literacy curriculum; continuing to improve our RTI practices; and expanding capacity with a grant-funded Literacy Officer, in an effort to reach our Focus Five Performance target: at least 50% of 3rd grade students scoring proficient or advanced on TNReady by 2023.



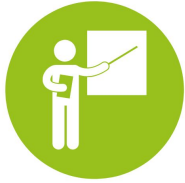
## Student Success Planning

Scaling SSP teams to 22 pilot schools to create individualized, whole-child service plans for every student; implementing Multi-Tiered Systems of Support (MTSS) across the district to meet students where they are holistically, by way of RTI2B, Restorative Practices, and COMP classroom management.



## Community Forward

Hosting seven Community School Coordinators, employed by the City of Chattanooga, as part of the district's Community Forward Model, in order to offer a range of student supports and opportunities; centering HCS schools as a hub of partnerships with community resources to improve student learning, strengthen families, and build healthier communities.



## Great Teachers and Leaders

Expanding the Grow Your Own program to develop diverse, in-district talent; cultivating a budding educator pipeline via The University of Tennessee at Chattanooga Institute of Teaching and Learning at Tyner Academy; improving retention rates through monthly pulse checks; using differentiated pay (up to 20% more compensation) to attract and retain teachers at highest need schools (Promise and Hope schools).

# Educational Equity Policy 6.501

## Hamilton County Board of Education

Monitoring: Review: Annually in February	Descriptor Term: <b>Educational Equity</b>	Descriptor Code: 6.501	Issued Date: 02/18/21
		Rescinded:	Revised:

The Hamilton County Board of Education believes that every student in the Hamilton County Schools should have the opportunity to receive an excellent public education regardless of the community in which they live, the school they attend, or the social, economic, or demographic factors of their household.

# Educational Equity Policy 6.501

Hamilton County Board of Education			
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		Rescinded:	Revised:

“Accordingly, the Hamilton County Board of Education adopts this Educational Equity policy to **authorize and direct the Administration of the Hamilton County Schools to develop an Educational Equity Plan**. The Educational Equity Plan **should have the purpose of closing the opportunity gap and creating equity for all students in Hamilton County Schools**; strategies for achieving this purpose include, but are not limited to: valuing diversity, increasing opportunities for inclusion; building cultural competency; identifying and eliminating any potential barriers to student success; and setting rigorous expectations for all students.”

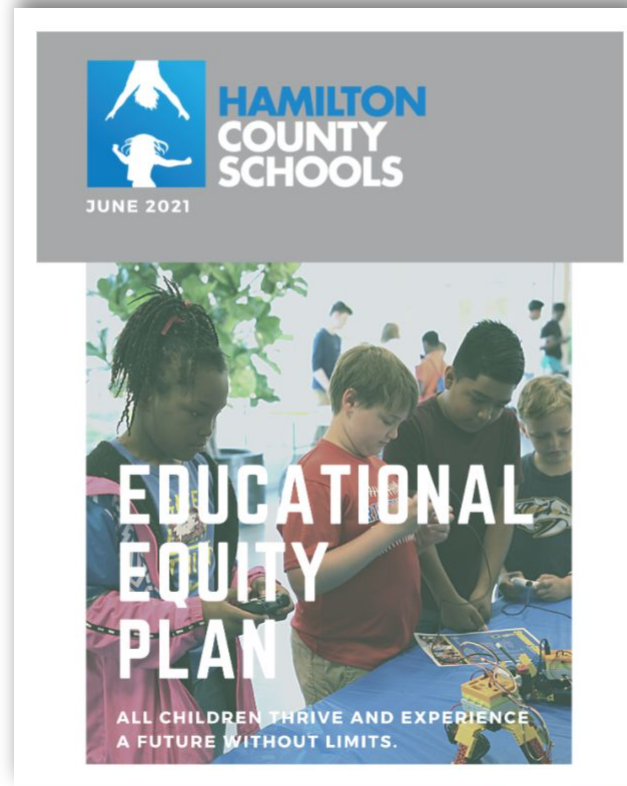
# Action Steps to Develop *Educational Equity Plan*

- Diversity, Equity and Inclusion (DEI) Committee work
  - Determining committee composition
  - Host monthly meetings (3 to date)
  - Scorecard Development 101
  - Begin analyzing district data
  - Onboard DEI Program Manager



# Next Steps - Educational Equity Plan

- DEI Committee research/feedback
- Equity Plan
  - Board first read: December, 2021
  - Final draft: January, 2022
- Equity Scorecards
- Provide DEI Program Toolkit



# Hamilton County Schools

## *Expects Excellence*



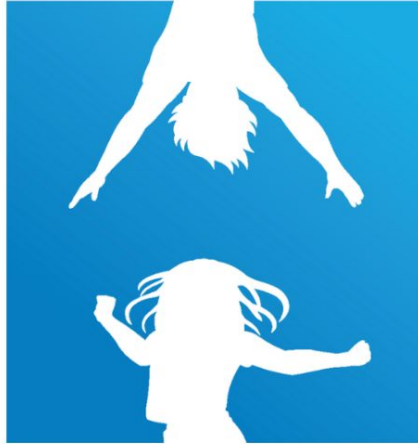
**Every student** deserves access to an **excellent teacher**.



**Every teacher** deserves access to an **excellent leader**.



**Every school** deserves access to **excellent resources** to meet the diverse needs of students.



All children *thrive*  
and experience a  
future without limits.