

**Jefferson County Public Schools**  
**Strategic Plan**  
**Vision 2015**

**The journey to becoming the best urban district in the nation begins with the first step --- Vision 2015!**

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To Our Community,

The Jefferson County Public School District is at a critical point in our history. On **INSERT DATE**, the Jefferson County Board of Education adopted this Strategic Plan to set a course for this system through 2015.

This is the result of months of work that started in July when we commissioned a Curriculum Management Audit, which provided us with an external objective view of how well our current systems and structures support student achievement. Auditors spoke with community leaders, employees, parents, and students. From that feedback, the first priority was to improve the current central office organizational structure to better support schools. These reviews compared our current status against audit standards which reflect the characteristics of a high performing organization. Those reviews provided us with very specific actions to take to ameliorate any discrepancies between what where we are and the standards to which we aspire. Those recommendations are an integral part of this plan.

Why do we need a Strategic Plan? The governance role of the Board of Education is to set the direction for the system and to monitor the progress. Every dollar we spend, including every position, needs to be focused on the goals and strategies that will best prepare all of our students for college and career and life in a globally competitive environment. This plan makes our priorities clear, ensures full transparency, and will hold us accountable through measurable outcomes for maintaining a focus on what will benefit our students. This strategic plan will guide and focus our daily work. It will align our efforts to successfully reach our Commonwealth Commitment to the Kentucky Department of Education and our commitment to the 55K Degrees program.

The success of this plan calls for a commitment from the community and families to work with us as partners to ensure that every student gets the extended learning time and the support needed to master the learning that is expected for every student.

WHEN we work together and implement this plan, we will increase student learning and ensure that "All JCPS students graduate prepared to reach their full potential and contribute to our society throughout life." Our expectations for our students, our school system, and our community need to be high. We should settle for nothing less than Jefferson County Public Schools being the best urban school system in the nation. Our students deserve that.

We invite you to commit with us!

Jefferson County Board of Education and Superintendent Donna M. Hargens

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# VISION 2015

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**All JCPS students graduate prepared to reach their full potential and contribute to our society throughout life.**

## MISSION

**To provide relevant, comprehensive, quality instruction in order to educate, prepare, and inspire our students to learn.**

## CORE VALUES

*These values guide our work.....*

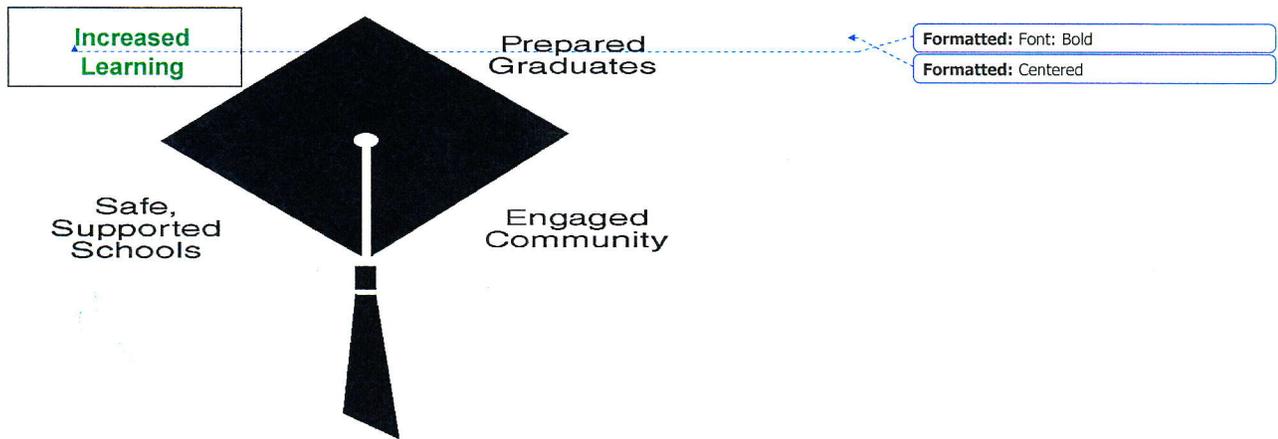
1. Our students are cared for and treated as if they are our own.
2. Children learn differently.
3. What happens in the classroom matters the most.
4. The differences of each are assets of the whole.
5. High-quality teaching is the most powerful tool for helping students reach high standards.
6. Leadership and innovation are essential to prepare students for their future.
7. Talents and resources are used wisely to benefit students.
8. Partnerships among schools, families, and community are important for the health and wellbeing of our students.
9. Adults model integrity, respect, creativity, and accountability.

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## OUR GOALS

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### **FOCUS AREA: INCREASED LEARNING**

GOAL 1: Every student ~~progresses in their learning to meet or exceed~~ proficiency in all subjects.

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### **FOCUS AREA: GRADUATION AND BEYOND**

GOAL 2: Every student graduates prepared for his or her postsecondary choice.

### **FOCUS AREA: STAKEHOLDER INVOLVEMENT/ENGAGEMENT**

GOAL 3: Parents, community, and partners enrich students' educational experiences and support their success.

### **FOCUS AREA: SAFE, RESOURCED, SUPPORTED, AND EQUIPPED SCHOOLS**

GOAL 4: All schools are staffed, resourced, and equipped to support student needs.

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## OUR STRATEGY

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### **FOCUS AREA: INCREASED LEARNING**

**GOAL 1:** Every student ~~progresses in their learning to meet or exceed~~ proficiency in all subjects.

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### **STRATEGIES:**

- 1.1. Design and implement a comprehensive curriculum management system to align the written, taught, and tested curriculum.
- 1.2. Institutionalize instructional best practices for the effective delivery of the district written curriculum and educational program.
- 1.3. Design and implement a coordinated system of professional development that is aligned to annual strategic priorities.
- 1.4. Establish a formal process to support and monitor use of instructional best practices.
- 1.5. Develop and implement a comprehensive plan for student assessment practices that is balanced that includes K Readiness and K-2 measures.
- 1.6. Develop and implement reading interventions for current third grade students (Class of 2021), current fourth grade students (Class of 2020), and current fifth grade students (Class of 2019) who are not proficient.
- 1.7. Develop and implement K Readiness interventions.
- 1.8. Use program evaluations to measure, monitor and manage program adoption, implementation, or termination.
- 1.9. Increase the time on learning through increased attendance, reduced dropouts, and reduction of suspensions.
- 1.10. Design all of our systems so that they support student achievement and eliminate the achievement gap.

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**FOCUS AREA: GRADUATION AND BEYOND**

**GOAL 2:** Every student graduates prepared for his or her postsecondary choice -- for college, career, and life.

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**STRATEGIES:**

- 2.1 Utilize predictive data (EXPLORE, PLAN, ACT) to inform interventions.
- 2.2 Assess the effectiveness of interventions at all levels using appropriate measures, i.e., COMPASS, industry certifications, etc.
- 2.3 Utilize advisory structures to increase the number of students pursuing and enrolling in extension and postsecondary experiences.
- 2.4 Work collaboratively with the 55K Degrees program and the Kentucky Department of Education and our Commonwealth Commitment, and postsecondary educational institutions to create a context where all students have a disposition for postsecondary education and are college and career ready.
- 2.5 Utilize our regional approach to strengthen the transitions between levels (elementary, middle, and high) and transitions between grades as well.
- 2.6 Develop capabilities of students to be effective citizens, workers, and leaders for the 21<sup>st</sup> century.

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**FOCUS AREA: STAKEHOLDER INVOLVEMENT/ENGAGEMENT**

**GOAL 3:** Parents, community, and partners enrich students' educational experiences and support their success.

**STRATEGIES:**

- 3.1. Design aligned, data-driven, and sustainable planning processes to provide a coherent focus to achieve the vision of the Board of Education. Align the CDIP (Comprehensive District Improvement Plan) and CSIP (Comprehensive School Improvement Plan) with the Strategic Plan and ensure deep implementation of these strategies so they impact the work on each student's desk.
- 3.2. Increase the number of hours spent in reading, math, science, social studies, writing, ACT, and end of course subjects (Biology, Algebra II, English II, and U.S. History) including using technological tools, such as Successmaker and Study Island.
- 3.3. Increase the number of opportunities/experiences to support student learning (including the use of the Parent Portal and service learning).
- 3.4. Think Big! Plan with parents and community stakeholders and seek support and funding for a major initiative(s) that will impact student learning. Design community engagement, "a movement" around increased learning time. (Audit action 9.9)
- 3.5. Collaborate with PTA, community organizations, and higher education to increase the "concerted cultivation mindset" among parents in the community so that they become our partners in the "educational cultivation" of our children.
- 3.6. Increase the quality of teacher training and learning interventions by increasing the number of partnerships between our higher education partners and specific schools.
- 3.7. Build capacity for schools to develop Professional Learning Communities with cohorts of teachers and administrators who share a collective vision for and shared ownership of achievement for each child.

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**FOCUS AREA: SAFE, RESOURCED, SUPPORTED, AND EQUIPPED SCHOOLS**

**GOAL 4:** All schools are staffed, resourced, and equipped to support student needs.

**STRATEGIES:**

- 4.1. Review and revise JCPS Board policies as the basis for quality educational programs and practices.
- 4.2. Create Central Office structures and services to support high performance in all schools per Recommendation #1 of the Curriculum Management Audit and the Level II Organizational Review. Ensure that Central Office services exist to support and foster student achievement.
- 4.3. Provide equal access to programs, services, and opportunities to advance achievement for all students.
- 4.4. Develop strategies to ensure that all students are safe and feel secure and possess a sense of belonging — primary foundations for learning.
- 4.5. Develop and implement a three-year budget spending plan and a five-year overall revenue projection that aligns district and building level resources to curricular goals and strategic priorities.
- 4.6. Implement a teacher and principal evaluation system to promote effective student instruction and achievement.
- 4.7. Train, monitor, and support Cultural Competence training for 100 percent of staff as well as professional development in pedagogical strategies. Utilize the expertise of community partners and higher education.
- 4.8. Recruit and retain high quality staff which reflects the diversity of the student population.
- 4.9. Create a system of targeted professional development. Assess the impact (footprints) of the professional development to the students' desks. Our formula is: Teacher Talent + Professional Development = Student Achievement.
- 4.10. Create a system of support for collaboration in Professional Learning Communities.
- 4.11. Create structures for ongoing engagement of stakeholders.
- 4.12. Create communication strategies to inform and to rally all citizens of Jefferson County.

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## QUALITY INDICATORS

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These indicators will be used to measure and monitor our performance as a school district.....

FOCUS AREA	INDICATOR
<b>1. INCREASED LEARNING</b>	<p><b>SUCCESS MEASURES:</b></p> <ol style="list-style-type: none"> <li>Increase <b>achievement</b> total by level as measured by the state assessments.</li> <li>Increase the <b>growth</b> total as measured by the state assessments.</li> <li>Increase the <b>gap</b> total by reducing the gap as measured by the state assessments.</li> </ol> <p><b>LEADING INDICATORS:</b></p> <ol style="list-style-type: none"> <li>Increases in achievement total, growth total, and gap total as measured by CASCADE benchmark assessments.</li> <li>Increase in K Readiness and K-2 measures.</li> <li>Increase in monthly attendance as measured by monthly attendance reports.</li> <li>Decrease in student suspensions as measured by monthly suspension reports.</li> <li>Decrease in dropouts as measured by monthly withdrawal reports.</li> <li>Increase in number of observed instructional best practices per month.</li> <li>Increase in number of completed CMA actions.</li> </ol>
<b>2. GRADUATION AND BEYOND</b>	<p><b>SUCCESS MEASURES:</b></p> <ol style="list-style-type: none"> <li>Increase in the percentage of students that are college and career ready as measured by the state accountability system.</li> <li>Increase in the graduation rate as measured by the state accountability system.</li> </ol> <p><b>LEADING INDICATORS:</b></p> <ol style="list-style-type: none"> <li>Increase in the percentage of students reaching benchmarks on EXPLORE, PLAN, and ACT.</li> <li>Increase in the percentage of students passing college placement tests.</li> <li>Increase in the percentage of students receiving industry certifications.</li> <li>Increase in the percentage of students enrolling in postsecondary institutions.</li> </ol>
<b>3. STAKEHOLDER INVOLVEMENT &amp; ENGAGEMENT</b>	<p><b>SUCCESS MEASURES:</b></p> <ol style="list-style-type: none"> <li>Increase in extended learning time as measured by number of hours engaged in out-of-school time instruction in the core content areas and ACT.</li> <li>Increase in opportunities that support learning through community and parental involvement.</li> </ol> <p><b>LEADING INDICATORS:</b></p> <ol style="list-style-type: none"> <li>Increase in extended learning time as measured by the number of hours engaged in out-of-school time instruction (i.e., Successmaker, Study Island) on a monthly basis.</li> <li>Increase in number of enrichment opportunities/<b>service learning</b> to support student learning.</li> <li>Increase in the use of the Parent Portal.</li> </ol>

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AREA	INDICATOR
<p style="writing-mode: vertical-rl; transform: rotate(180deg);"><b>4. SAFE, RESOURCED, SUPPORTED, &amp; EQUIPPED SCHOOLS</b></p>	<p><b>SUCCESS MEASURES:</b></p> <ol style="list-style-type: none"> <li>Increase in the percentage of the budget directed to schools as measured by the final budget. Increase in the percentage of total general fund directed at instruction as measured by the final budget.</li> <li>Increase in the retention and recruitment of high quality staff that reflects the diversity of the student population as measured by retention rates.</li> <li>Increase in the percentage of professional staff participating in targeted professional development as measured by PD Central.</li> <li>Increase in school safety as measured by composite score derived from discipline data, survey data, and school building assessment data.</li> </ol>
	<p><b>LEADING INDICATORS:</b></p> <ol style="list-style-type: none"> <li>Decrease in spending on items that do not impact student achievement.</li> <li>Increase in the retention and recruitment of high quality staff as measured by retention rates, recruitment rates, and staff with advanced degrees or certifications.</li> <li>Increase in the number of targeted professional development as measured by monthly reports from PD Central.</li> <li>Increase in the percent of staff participating in Cultural Competence Training.</li> <li>Increase in school safety as measured by a composite score derived from discipline data, survey data, and school building safety assessment data on a monthly basis.</li> </ol>

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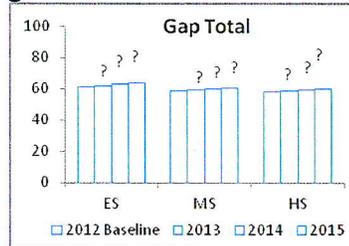
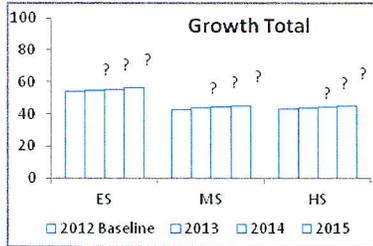
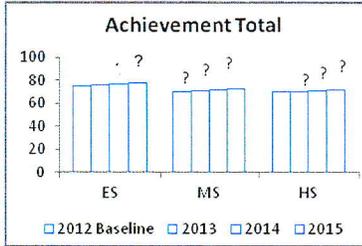
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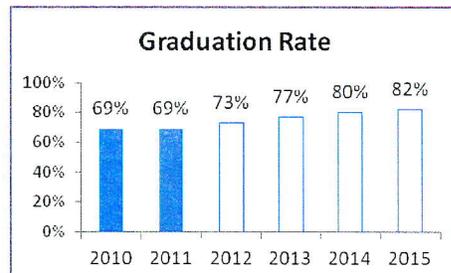
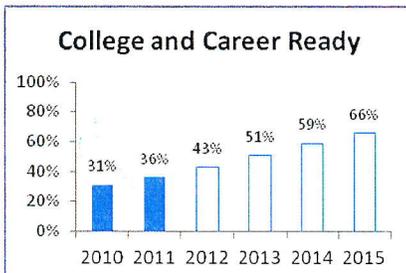
**Increased Learning**



Increased Learning Targets will need to be adjusted after baseline data is established in 2012

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**Graduation and Beyond**



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**Stakeholder Involvement and Engagement**

Extended Learning Time

2011 2012 2013 2014 2015

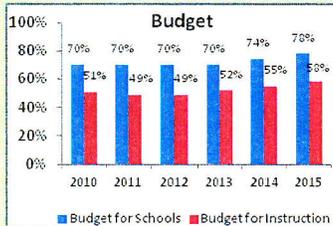
Enrichment Opportunities/  
Service Learning

2011 2012 2013 2014 2015

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**Safe, Resourced, Supported, and Equipped Schools**



Jefferson County  
3/12

Note: For each focus area, there will also be graphs of associated leading indicators.