

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!

Deleted: s

Formatted: Font: 20 pt

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

Formatted: Font: 9 pt

Deleted: Adopted by the Jefferson County Board of Education 02/13/12

VISION 2015

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.

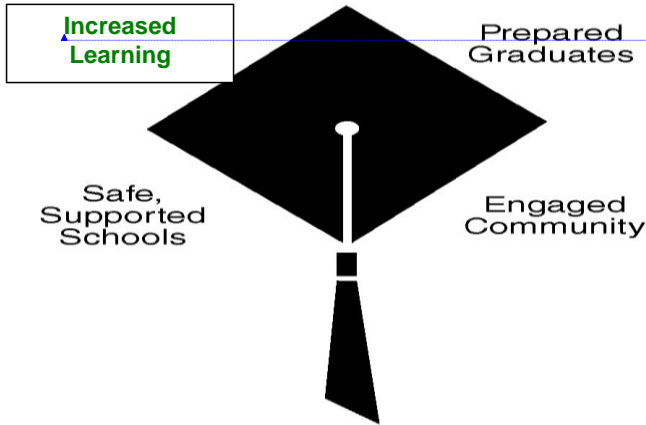
Formatted: Font: 16 pt

Formatted: Font: 9 pt

Deleted: Adopted by the Jefferson County Board of Education 02/13/12

OUR GOALS

JCPS HAS GOALS IN FOUR FOCUS AREAS.



FOCUS AREA: INCREASED LEARNING

GOAL 1: Every student progresses in his/her learning to meet or exceed proficiency in all subjects.

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.

Formatted: Justified

Formatted: Font: Bold

Formatted: Centered

Deleted: meets

Deleted: their

Deleted: or exceeds

Formatted: Font: 9 pt

Deleted: Adopted by the Jefferson County Board of Education 02/13/12

OUR STRATEGY

FOCUS AREA: INCREASED LEARNING

GOAL 1: Every student progresses in his/her learning to meet or exceed proficiency in all subjects.

STRATEGIES:

- 1.1. Design and implement a system to align the written, taught, and tested curriculum that makes explicit what is “tight” and what is “loose” to allow for teachers to be creative and to differentiate the taught curriculum to engage and to meet the needs of the whole child.
- 1.2. Determine through collaboration and research, and then institutionalize instructional best practices for the effective delivery of the district written curriculum and educational program and in support of improved learning and the development of the whole child.
- 1.3. Design and implement a coordinated system of professional development that is aligned to annual strategic priorities and targeted to the needs of schools.
- 1.4. Establish a formal process to support and monitor the use of instructional best practices.
- 1.5. Develop and implement a comprehensive, balanced plan (that includes both formative and summative measures) for student assessment that includes K Readiness and K-2 measures and the use of authentic assessments where data are utilized to inform practice.
- 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 early interventions for students entering kindergarten who are identified academically underprepared by a Kindergarten Readiness Assessment. Develop and implement early interventions for K-2 students what are identified by K-2 assessments.
- 1.8. Use program evaluations to measure, monitor and manage program adoption, improvement, implementation, expansion, or termination.
- 1.9. Create a coordinated system of student support that will result in increasing attendance, reducing dropout and suspensions, and ultimately increasing time on learning.
- 1.10. Provide for continuous improvement of systems designed to support student achievement and to eliminate the achievement gap.

Deleted: meets

Deleted: their

Deleted: or exceeds

Deleted: comprehensive curriculum management

Deleted: .

Deleted: |

Deleted: .

Deleted: .

Deleted: practices that is balanced

Deleted: .

Deleted: Develop and implement K Readiness interventions.

Deleted: ¶

Deleted: Increase the time on learning through increased attendance, reduced dropouts, and reduction of suspensions

Deleted: .

Deleted: Design all of our systems so that they support

Deleted: tudent achievement

Deleted:

Formatted: Font: 9 pt

Deleted: Adopted by the Jefferson County Board of Education 02/13/12

FOCUS AREA: GRADUATION AND BEYOND

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

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, achievement of industry certifications, KOSSA, ASVAB, decrease in students needing remediation in reading and math 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 and happy citizens, learners, workers, and leaders for the 21st century.

Deleted: e,
Deleted: .

Deleted: Use Compass and increased number of industry certifications to a
Deleted: the

Deleted: college
Deleted: education
Formatted: Font color: Red

Deleted: .

Formatted: Font: 9 pt
Deleted: Adopted by the Jefferson County Board of Education 02/13/12

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 out-of-school hours spent by students scoring at the novice and apprentice levels 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 community-based opportunities/experiences to support student learning including service learning, the arts, and enrichment experiences. Increase the use of the Parent Portal.
- 3.4. Think Big! Plan with parents, teachers, administrators 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 that includes tracking family activities that support learning (Audit action 9.9)
- 3.5. Collaborate with PTA, JCTA, JCASA, 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.
- 3.8. Celebrate learning ---- the successes of our students, and the contributions of teachers, administrators, parents, and community stakeholders.

Deleted: (including the use of the Parent Portal

Deleted: and

Deleted: .

Deleted: Utilize

Deleted: 6

Formatted: Font: 9 pt

Deleted: Adopted by the Jefferson County Board of Education 02/13/12

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 a comprehensive system of pro-active student supports and interventions 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 and financial responsibility for the return on investment.
- 4.6. Collaborate with JCTA , JCASA, and KDE to develop and implement a teacher and principal evaluation system to promote effective student instruction and achievement.
- 4.7. Provide , monitor, and support Cultural Competence training (that includes pedagogical strategies) for 100 percent of staff. Utilize the expertise of JCPS staff, community partners and higher education to develop the training.
- 4.8. Retain and recruit high quality staff that reflect 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 = Improved Student Achievement.

Deleted: ¶
¶
¶
¶
¶
¶

Deleted: Support

Deleted: strategies

Deleted: .

Deleted: I

Deleted: Train

Deleted: as well as professional development in pedagogical strategies.

Deleted: .

Deleted: .

Deleted: Recruit and retain

Deleted: which reflects

Deleted: non-negotiable

Formatted: Font: 9 pt

Deleted: Adopted by the Jefferson County Board of Education 02/13/12

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.

DRAFT

Formatted: Font: 9 pt

Deleted: Adopted by the Jefferson County Board of Education 02/13/12

QUALITY INDICATORS

JCPS HAS GOALS IN FOUR FOCUS AREAS. Success measures and the corresponding leading indicators will be used to measure and monitor our performance.

FOCUS AREA	INDICATOR
1. INCREASED LEARNING	<p>SUCCESS MEASURES:</p> <ol style="list-style-type: none"> Increase achievement total by level as measured by the state assessments. Increase the growth total as measured by the state assessments. Increase the gap total by reducing the gap as measured by the state assessments.
	<p>LEADING INDICATORS:</p> <ol style="list-style-type: none"> Increases in achievement total, growth total, and gap total as measured by CASCADE benchmark assessments. Increase in K Readiness and K-2 measures. Increase in monthly attendance as measured by monthly attendance reports. Decrease in student suspensions as measured by monthly suspension reports. Decrease in dropouts as measured by monthly withdrawal reports. Increase in number of observed instructional best practices per month. Increase in number of completed CMA actions.
2. GRADUATION AND BEYOND	<p>SUCCESS MEASURES:</p> <ol style="list-style-type: none"> Increase in the percentage of students that are college and career ready as measured by the state accountability system. Increase in the graduation rate as measured by the state accountability system.
	<p>LEADING INDICATORS:</p> <ol style="list-style-type: none"> Increase in the percentage of students reaching benchmarks on EXPLORE, PLAN, and ACT. Increase in the percentage of students passing college placement tests. Increase in the percentage of students receiving industry certifications. Increase in the percentage of students enrolling in postsecondary institutions. Increase the number of students scoring 3 or better on Advanced Placement tests. Include survey indicators regarding the satisfaction, and other skills.
3. STAKEHOLDER INVOLVEMENT & ENGAGEMENT	<p>SUCCESS MEASURES:</p> <ol style="list-style-type: none"> 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. Increase in opportunities that support learning through community and parental involvement.
	<p>LEADING INDICATORS:</p> <ol style="list-style-type: none"> 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 in the core content areas and ACT. Increase in number of enrichment opportunities/service learning to support student learning. Increase in the use of the Parent Portal and parent contacts.

Deleted: ¶

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

Deleted: ¶

Formatted Table

Deleted:

Deleted:

Formatted: Tab stops: 0.29", Left

Formatted: Tab stops: 0.49", Left + Not at 5.69"

Formatted: Indent: Left: 0.29", Space After: 0 pt, Tab stops: 0.49", Left + Not at 5.69"

Formatted: Indent: Left: 0.29", Right: 0.08", Space After: 0 pt, Tab stops: 0.49", Left + Not at 5.69"

Formatted: Tab stops: 0.49", Left + Not at 5.69"

Deleted: ¶

Deleted:

Formatted: Indent: Left: 0.29", Space After: 0 pt, Tab stops: 0.48", Left + Not at 5.69"

Formatted: Indent: Left: 0.29", Space After: 0 pt, Tab stops: 0.48", Left + Not at 5.69"

Formatted: Indent: Left: 0.29", Space After: 0 pt, Tab stops: 0.48", Left + Not at 5.69"

Deleted: ¶

Formatted: Indent: Left: 0.29", Space After: 0 pt, Tab stops: 0.48", Left + Not at 5.69"

Formatted: Indent: Left: 0.29", Space After: 0 pt

Formatted: Font: 11 pt

Formatted: Indent: Left: 0.54", Space After: 0 pt, No bullets or numbering

Formatted: Indent: Left: 0.04", Hanging: 0.54", Space After: 0 pt

Formatted: Indent: Hanging: 0.19", Space After: 0 pt, Tab stops: 0.48", Left + Not at 5.69"

Deleted: .

Formatted: Indent: Hanging: 0.19", Space After: 0 pt, Tab stops: Not at 5.69"

Formatted: Indent: Hanging: 0.19", Space After: 0 pt, Tab stops: 0.48", Left + Not at 5.69"

Deleted: .

Formatted: Font: 9 pt

Deleted: Adopted by the Jefferson County Board of Education 02/13/12

AREA	INDICATOR
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">4. SAFE, RESOURCED, SUPPORTED, & EQUIPPED SCHOOLS</p>	<p>SUCCESS MEASURES:</p> <ol style="list-style-type: none"> 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. Increase in the retention and recruitment of high quality staff that reflects the diversity of the student population as measured by retention rates. Increase in the percentage of professional staff participating in targeted professional development as measured by PD Central. Increase in school safety as measured by composite score derived from discipline data, survey data, and school building assessment data.
	<p>LEADING INDICATORS:</p> <ol style="list-style-type: none"> Increase in percent of spending on items for schools and increase in percent of total general fund directed at instruction. Decrease in spending unrelated to student achievement. Increase in the retention and recruitment of high quality staff as measured by retention rates, recruitment rates, and staff with advanced degrees or certifications. Increase in the number of targeted professional development per the schools' identified priorities as measured by monthly reports from PD Central. This should include an assessment of the impact of the PD. Increased implementation of culturally responsive practices/principles, decrease in race and poverty gaps on students' sense of belonging as measured by survey data. 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.

Formatted Table

Formatted: Tab stops: 0.46", Left + Not at 5.69"

Formatted: No bullets or numbering

Deleted: ¶
Decrease in spending on items that do not impact student achievement.

Deleted: 1.

Formatted: Indent: Left: 0.3", Hanging: 0.19", No bullets or numbering

Deleted: ¶

Deleted: 12.

Deleted: 3.

Deleted: Increase in the percent of staff participating in Cultural Competence Training.

Deleted: 4.

Deleted: ¶

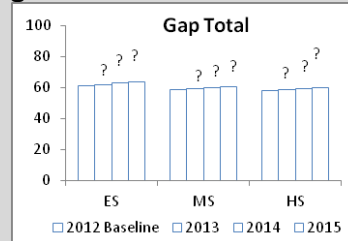
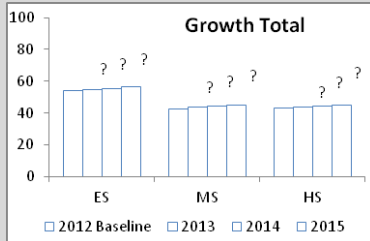
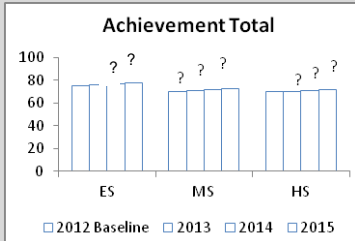
Deleted: 04/06

Formatted: Font: 9 pt

Deleted: Adopted by the Jefferson County Board of Education 02/13/12

Revised 05/14/12

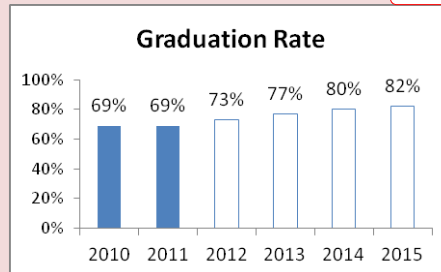
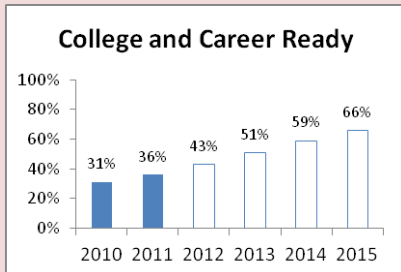
Increased Learning



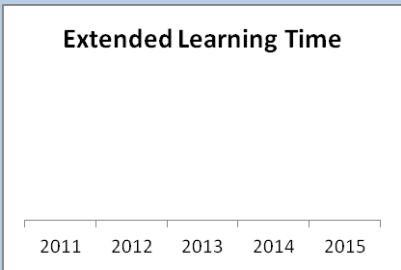
Increased Learning Targets will need to be adjusted after baseline data is established in 2012.

Deleted: ¶
Deleted: ¶
Deleted: ¶

Graduation and Beyond

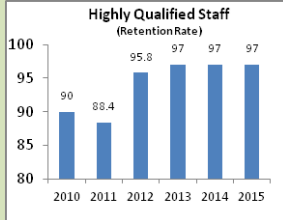
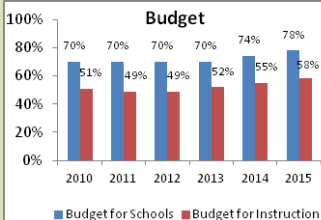


Stakeholder Involvement and Engagement



Formatted: Font: Bold
Formatted: Centered

Safe, Resourced, Supported, and Equipped Schools



Jefferson County
12

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