VISION 2020 IN ACTION

Dear community members,

As a leading school district, Jefferson County Public Schools (JCPS) provides transformative learning opportunities to more than 98,000 students across Louisville. Together, we aim to inspire, uplift, and enable our students to reach their greatest potential in an ever-changing world.

I am very proud to present *Vision 2020 In Action*, a detailed plan that outlines our district's path to success over the next two years. *Vision 2020 In Action* identifies the transformative work happening within our district. We are creating a new standard of excellence, which enables all of us at JCPS to be the BEST we have ever been.

All of our schools share an unwavering focus on three key pillars that are collectively earning JCPS national recognition for our innovative approaches to education. The core work includes 1) ensuring students are learning as evidenced by their Backpack of Success Skills, 2) elevating our focus on equity by implementing the newly adopted Racial Equity Policy, and 3) continuing our laser focus on a healthy and positive school Culture and Climate so that all students and staff feel a true sense of belonging. In total, this plan details 17 action steps we are implementing to reach our goal of seeing every JCPS student graduate transition-ready and inspired to reach his or her full potential.

Whether you're a JCPS parent or a member of our business community ready to volunteer your time, talent, or resources to help close opportunity gaps for students, I hope you'll join me as we launch *Vision 2020 In Action*. By working together, we'll continue growing successful, thoughtful, and responsible citizens we all want for our community.

Thank you for sharing our vision for unparalleled success and boundless opportunity for every single one of our students.

Dr. Marty Pollio
Superintendent
Jefferson County Public Schools

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Learning

Goal

Students are active participants in defining ambitious learning goals and engaging in their progress.

Students demonstrate their deeper learning with the capacities, dispositions, and skills needed to transition successfully to the next level from preschool to graduation.

Action

Backpack of Success Skills
Identify, implement, and support Backpack of Success Skills: (1) What do students need to be able to do? (2) What experiences will get them there? (3) How will they demonstrate skills?

Process/Short-Term Metrics

% of students with evidence of success skills in their digital portfolio

% of classrooms implementing and meeting high-quality deeper-learning principles

% of students meeting literacy and numeracy benchmarks as indicated by Measures of Academic Progress (MAP)

Long-Term Outcomes

Improved literacy and numeracy skills

Increased college- and career-readiness rates

Increased graduation rate

Improved National Assessment of Educational Progress (NAEP) scores

Action

Transition-Readiness Continuum

Define and monitor transition readiness of critical skills needed at key points in student development; provide various supports for students who are not transition-ready, including extended learning time.

Process/Short-Term Metrics

% of fifth-, eighth-, and twelfth-grade students meeting defense/capstone requirements

% of students on track to graduate

% kindergarten-ready (BRIGANCE)

% of students participating in extended learning

% meeting growth on MAP in literacy and numeracy

Long-Term Outcomes

Decreased ninth-grade dropout rate

Increased transition-readiness rate

Increased graduation rate

Increased college- and career-readiness rate

Increased college-going rate

Action

Authentic Assessment System
Meaningfully assess student learning, and provide feedback throughout the school year to adjust instruction and interventions to meet the needs of each student.

Process/Short-Term Metrics

% of educators trained in assessment literacy

% of educators adjusting instruction based on formative assessment data

% of student engagement on the Comprehensive School Survey (CSS)

% of schools implementing multiple demonstrations of learning

Long-Term Outcomes

Increased student-led conferences presenting goals, work, and assessment outcomes

Increased quality of work in student digital portfolios

Increased transition-readiness rate

Action

Personalized and Engaging Learning Environments

Provide engaging educational programs; relevant, career-focused experiences; and comprehensive support services by personalizing learning environments, transforming the *alternative schools,* and expanding and monitoring the *Academies of Louisville model.*

Process/Short-Term Metrics

% of student sense of belonging and engagement on the CSS

# of suspensions and behavior referrals

Absenteeism/Attendance rates

% of students enrolled in Advance Program coursework

Long-Term Outcomes

Decreased dropout and retention rates

Increased college- and career-readiness rates

Increased graduation rate

Decreased number of suspensions and behavior referrals

Action

Community Partnerships
Leverage community partners to provide equitable, personalized learning experiences and targeted support for students.

Process/Short-Term Metrics

\# of Academies of Louisville business partnership reports

% of students participating in work-based experiences

% of students with dual credit

Long-Term Outcomes

Decreased dropout and retention rates

Increased college- and career-readiness rates

Increased graduation rate

Culture
and Climate

Goal

Educators create healthy, caring, equitable cultures and learning environments to engage, empower, and support students, staff, and families.

Educators provide students with deeper, more personalized learning experiences to improve their learning and growth.

Action

Meaningful Relationships
Advocate practices that improve engagement, belonging, and empowerment for students, staff, and families.

Process/Short-Term Metrics

% of sense of belonging, engagement, and voice across stakeholder groups from the CSS

% of positive ratings on teacher and school leadership items from the Teaching, Empowering, Leading and Learning (TELL) survey

Long-Term Outcomes

Improved teacher and staff retention

Decreased disproportionality in suspensions

Action

Professional Deeper Learning (Teacher Backpack)

Develop a professional learning system that provides a common understanding of deeper learning and deeper-learner constructs with clear exemplars to improve shared understanding districtwide.

Process/Short-Term Metrics

% of educators with professional learning experiences in deeper learning

% of students with evidence of success skills in their digital portfolio

Long-Term Outcomes

Increased number of teachers with microcredentials in personalizing instruction

Increased quality exhibitions and defenses across schools

Action

Transformed Instructional Core

Implement an aligned instructional core (i.e., standards, curriculum, instruction, assessment frameworks, and grading practices) and professional development system to create deeper-learning experiences for all students.

Process/Short-Term Metrics

% of educators trained in deeper-learning strategies

% of educators implementing deeper-learning experiences measured by observations

Passing rates in gateway courses (e.g., English I, Algebra I) measured through grades

% of schools implementing instructional systems work with fidelity

Long-Term Outcomes

Improved literacy and numeracy skills and growth

Increased transition-readiness rate

Increased quality of work in student digital portfolios

Action

Family Engagement
Improve outreach so families can have more access points to engage in their children's educational experiences.

Process/Short-Term Metrics

% of parental login to digital portfolio platform and Parent Portal

% of parent satisfaction, sense of belonging, and engagement from the CSS

Long-Term Outcomes

Increased student attendance

Reduced chronic absenteeism

Increased transition-readiness rate

Action

High-Performing Teams
Provide learning opportunities for educators to learn together, plan, and reflect upon and improve professional practice.

Process/Short-Term Metrics

% of positive ratings on teacher and school leadership items from the TELL survey

% of educator sense of belonging and satisfaction from the CSS

Long-Term Outcomes

Improved teacher and staff retention

Increased minority educator staffing

Organizational Coherence

Goal

Systems, work, and funding function equitably for students, families, and the community from preschool through high school.

The necessary infrastructure and supports are in place to promote deeper-learning practices, provide equitable access to systems, and engage students and families effectively.

Action

Coherent Systems and Processes
Implement common performance management practices, processes, and routines focused on (1) reviewing current data related to strategic goals, (2) defining actions that will improve data to meet goals, (3) conducting systematic reviews of district corrective action plans, and (4) supporting schools in their development of systems to support a healthy learning environment.

Process/Short-Term Metrics

Regular cycle of review of strategies, targets, and gap-to-goal analysis at Cabinet meeting, school leadership team meeting, and Board meeting as demonstrated by agenda/minutes

% of central office satisfaction ratings

Long-Term Outcomes

Improved district star ratings on state accountability

Reduced number of Comprehensive Support and Improvement (CSI)/ Targeted Support and Improvement (TSI) schools

Removal of corrective action status

Renewed accreditation status

Action

Racial Equity Policy
Implement JCPS Racial Equity Policy, and monitor plans districtwide.

Process/Short-Term Metrics

% of central office departments and schools implementing at least one strategy for achieving and maintaining racial educational equity, aligned with the system-wide plan as evidenced by the Equity Scorecard metrics

% of students of color with enrichment opportunities

% of staff trained in professional development grounded in racial equity

% of students of color identified for gifted/talented program

Long-Term Outcomes

Reduced disproportionality in behavior referrals, suspensions, and Exceptional Child Education (ECE) placements

Reduced achievement gaps through increased proficiency and growth in literacy and numeracy among students of color

Action

School Redesign and Innovation
Support turnaround efforts to implement evidence-based and innovative systems of support.

Process/Short-Term Metrics

% of funding for CSI/TSI schools

Long-Term Outcomes

Improved school star ratings on state accountability

Reduced number of CSI/TSI schools

Action

Improved School Supports
Equitably align resource allocation with strategic priorities for physical, instructional, and human resource infrastructure in ways that meet student learning needs.

Process/Short-Term Metrics

% of instructional and non-instructional school staffing

% of National Board Certified Teachers (NBCT) in the classroom

% of schools in High Growth category in literacy and numeracy (MAP)

% of schools in High Achievement category in literacy and numeracy (MAP)

Long-Term Outcomes

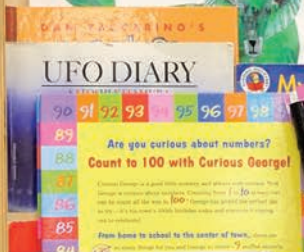Improved teacher and staff retention

Improved literacy and numeracy skills

Action

Modernized Facilities Plan
Develop a facilities planning process to address the most critical three-year renovation needs.

Process/Short-Term Metrics

% of spending on critical maintenance needs

Long-Term Outcomes

Increased number of Early Childhood Centers

Increased number of new buildings

Improved facility conditions index for quartile 4 schools

Action

School Choice Plan
Clarify, restructure, and expand choice programs to better meet student and family needs.

Process/Short-Term Metrics

% satisfaction with schools

Approved systems for the application, evaluation, and monitoring of charters, alternative programs, and magnet programs

Long-Term Outcomes

Accepted charter applications with high rubric scores

Positive performance metrics for charter schools

Improved JCPS market share

Improved quality of magnets

Action

Louisville Promise
Engage in the communitywide development of a system infrastructure to support each student in postsecondary success.

Process/Short-Term Metrics

Louisville Promise data analytics reports

Long-Term Outcomes

Improved college- and career-readiness rates

Improved graduation rates

Increased transition-readiness rate