

## **Board Work Session**

Monday, January 7, 2013

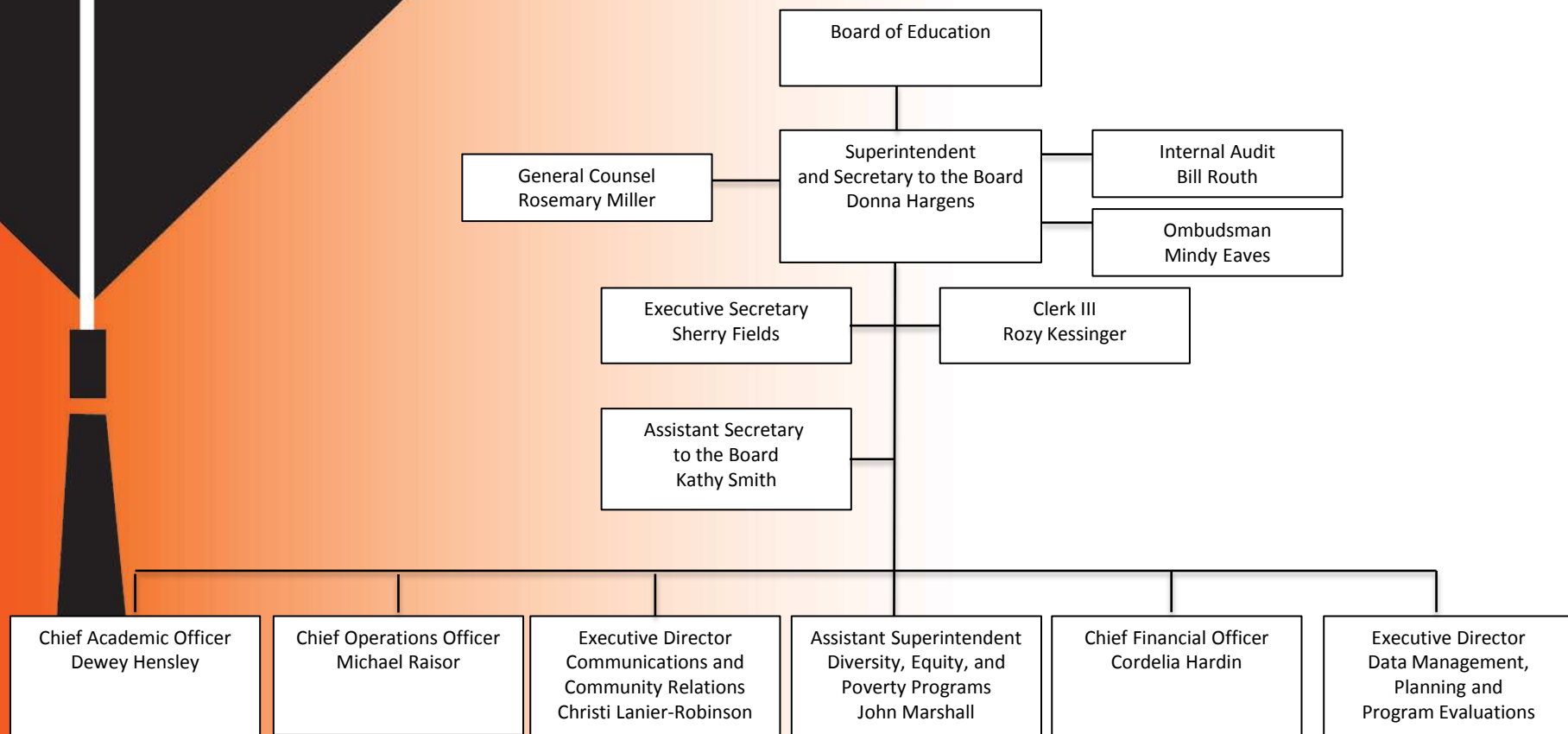
11:00 a.m.

Strategic Focus of Divisions  
Review of Formative Evaluation of  
the Superintendent

### Outcomes:

By the end of the work session:

- Board members will have an understanding of the responsibilities and accountability of each division and how each division is part of the strategic focus of Vision 2015.
- Board members will understand the formative evaluation portion of the evaluation process for the Superintendent scheduled for January 14 in an Executive Session.



Superintendent and  
Secretary to the Board  
Donna Hargens

The superintendent serves as secretary to the Board of Education. The secretary shall keep the records of the board and perform other duties imposed upon her by the board. All orders of the board must be signed by the secretary and countersigned by the chairman of the board. The secretary shall be custodian of all securities, documents, title papers, and other papers of the board under such conditions as the board may direct.



General Counsel  
Rosemary Miller

The General Counsel is the primary legal advisor to the Board of Education, superintendent, and staff on legal matters affecting the school system. Rosemary has the administrative responsibility for the management of the office of General Counsel. Her office has the responsibility of coordinating all legal affairs involving the school system including litigation and the relationship with the retained legal firm.



Internal Audit  
Bill Routh

- Monitors district compliance with financial policies, procedures and regulations
- Promotes and measures efficient and effective use of JCPS resources and assets
- Training and support for bookkeepers and attendance clerks
- Monitors and summarizes monthly school activity fund reports (fees, fundraisers, soft drinks, vending, stores, disbursements, model procurement, tax reporting)
- Annual audits or reviews of all schools
- Monitors cafeteria cash receipts and other control reports
- Monitors attendance and pupil data used in funding schools
- Reviews Family Resource Youth Service Centers
- Assists external auditors in annual audit of district financial statements, including payroll, fixed assets, receipts, and disbursements
- Special audits and projects



Ombudsman  
Mindy Eaves

- The Office of the Ombudsman is a confidential, impartial, independent, and informal resource serving all JCPS stakeholders — parents, employees, and the community
- Operates independently
- Neutral
- Helps identify options to resolve problems
- Recommends system changes





Assistant Secretary to the Board  
Kathy Smith

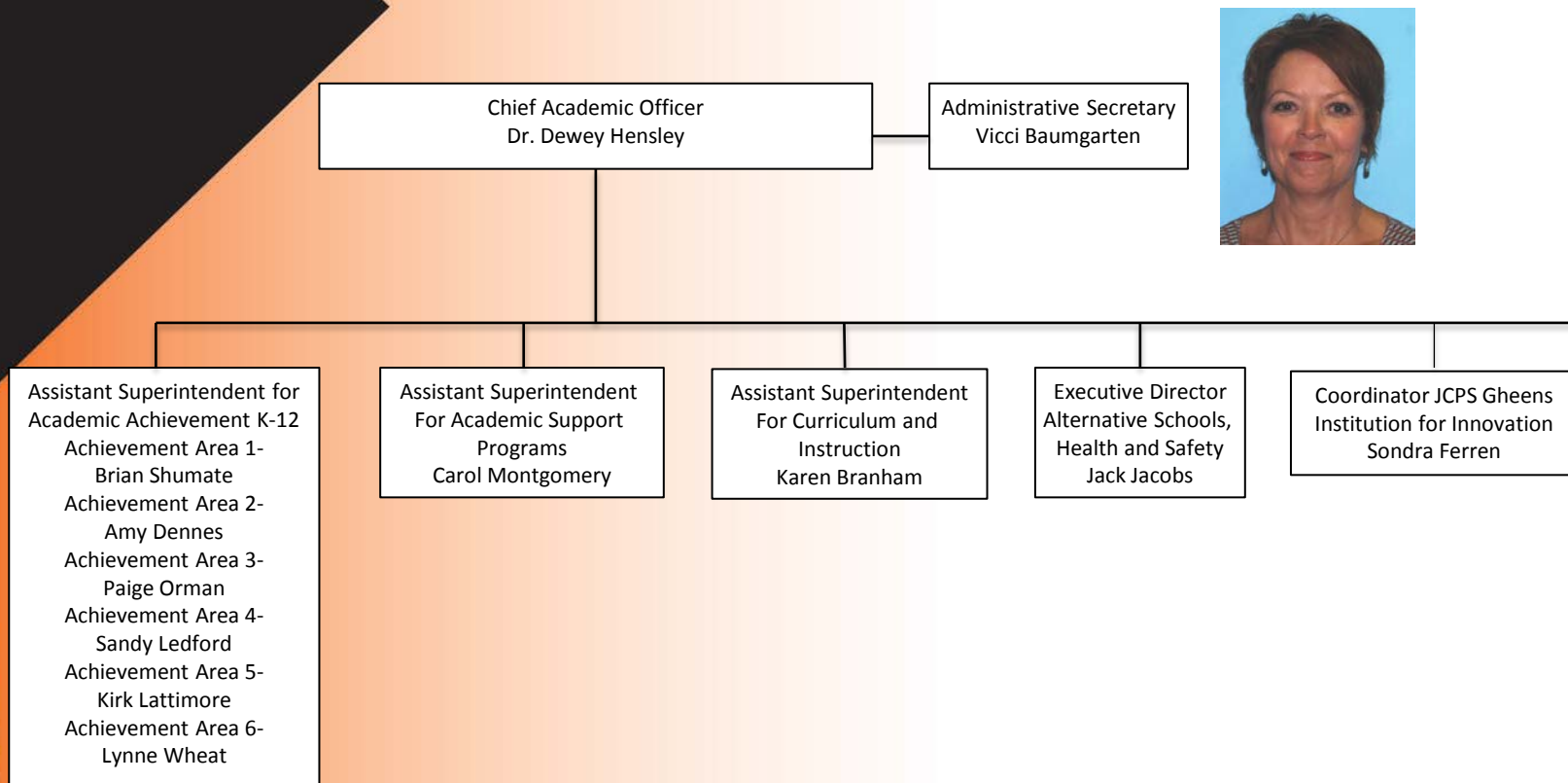


Executive Secretary  
Sherry Fields



Clerk III  
Rozy Kessinger







## Assistant Superintendent for Academic Achievement K-12



Achievement Area 1, Brian Shumate



Achievement Area 2, Amy Dennes



Achievement Area 3, Paige Orman



Achievement Area 4, Sandy Ledford



Achievement Area 5, Kirk Lattimore



Achievement Area 6, Lynne Wheat

Assistant Superintendent  
For  
Academic Support Programs  
Carol Montgomery



1. Collaborates with other Assistant Superintendents in matters relating to instructional program development and the use of assessment data for the improvement of instruction.
2. Creates cross-content and cross-grade communication and integration systems to improve educational service support programs, and organizational accountability for improved student achievement.
3. Responsible for the overall coordination of the Exceptional Child Education (ECE) programs and services which focus on compliance, consistency, and quality of programs for students.
4. Develops the operating budget for the organizational unit and assures that all functions operate within the appropriated allotment.
5. Prepares and delivers presentations on instructional academic accountability and progress to the Board of Education, the Superintendent of Schools, and other stakeholder groups.
6. Administers an Early Childhood program for pre-school children that meets the requirements of federal and state laws and regulations.
7. Provides leadership and administration for the District's Title I budgeted initiatives.
8. Monitors and oversees the performance appraisal process for designated area of supervision.
9. Responsible for state and federal programs that support, enhance and extend teaching, learning, and student services.
10. Assures compliance with federal laws, Kentucky statutes, Kentucky Board of Education regulations, and Jefferson County Public Schools policies, rules, and procedures relating to instructional programs.

Assistant Superintendent  
For Curriculum and  
Instruction  
Karen Branham



1. Coordinates with business administers the development, monitoring, and updating of a comprehensive plan for design and delivery of curriculum and assessment for K-12 content.
2. Responsible for the design and development of a written curriculum and pacing guides for all K-12 content including tools aligned to assist the classroom teacher with the design of lessons to deliver the written curriculum.
3. Ensures that textbooks and resources are aligned with the written curriculum.
4. Responsible for the development and implementation of a District Instructional Model including Characteristics of Highly Effective Teaching and Learning (CHETL) principles.
5. Directs district-wide capacity through professional development and training.
6. Collaborates with other Assistant Superintendents in matters relating to K-12 instructional program development and the use of assessment data for the improvement of instruction.
7. Creates and maintains instructional evaluation procedures to quantify instructional staff performance; provides direction for measured improvement of instructional practices, student achievement, and certificated teacher leadership.
8. Confers with the Chief Academic Officer regarding the selection, assignment and transfer of staff members and other administrative personnel.
9. Monitors and oversees the performance appraisal process for designated area of supervision.
10. Develops the operating budget for the department and assures that all functions operate within the appropriated allotment.
11. Assures compliance with federal laws, Kentucky statutes, Kentucky Board of Education regulations, and Jefferson County Public Schools policies, rules, and procedures relating to instructional programs.
12. Performs other duties as assigned by the Chief Academic Officer's organizations and JCPS staff to promote and produce the Showcase of Schools for the community.

Executive Director  
Alternative Schools,  
Health and Safety  
Jack Jacobs

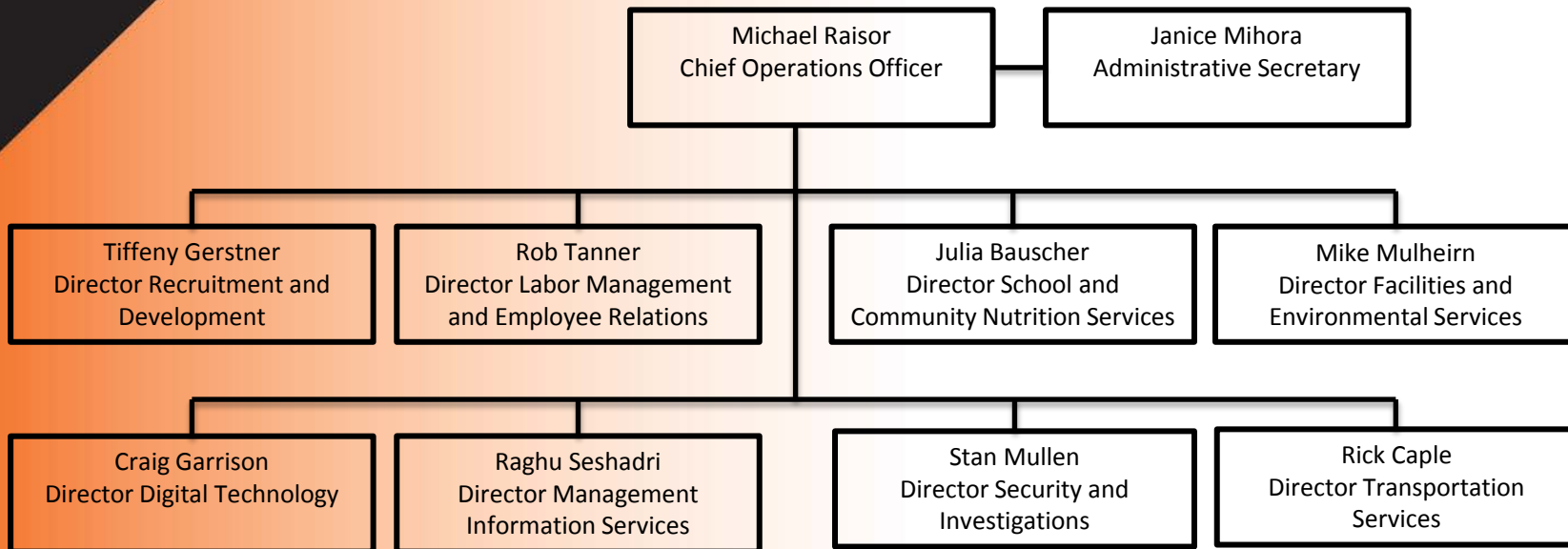


1. Provides leadership for the planning and management of the alternative schools.
2. Ensures that the instructional program continues to enhance the quality of every district alternative school.
3. Provides for regular monitoring and periodic reports to the Board and community regarding progress in implementing assigned duties.
4. Oversees the activities of JCPS pupil personnel providing an accurate accounting of attendance for all children enrolled in the District and ensuring all state regulations and District policies related to pupil personnel are followed.
5. Monitors effectiveness of school by analyzing each school's attendance using demographics that research has shown have an impact on student success in school.
6. Establishes a leadership network of teachers, principals, and district staff to support and sustain alternative schools and serves as a member of district Student Response Teams.
7. Identifies, coordinates, and monitors opportunities for collaboration of department staff with institutions of higher learning, community organizations, and national networks.
8. Identifies grant opportunities, develops proposals, monitors implementation efforts, and provides budget oversight for all programs within the department.
9. Oversees state and federal programs that support, enhance and extend teaching, learning, and student services and provides information and support for the district's "resiliency quadrants" plan to foster resilience in students with great challenges.
10. Directs the activities of student safety and serves as the district contact for Kentucky Center for School Safety providing state input into the state's school safety initiatives as well as identifying and implementing best practices in the District.
11. Develops and implements plans to ensure data collection on all safety issue are available to the Board of Education, the Superintendent of School and Chief Officers, as well as to the schools.

Coordinator JCPS Gheens Institute  
For Innovation  
Sondra Ferren

1. Manages collaboration between the JCPS Gheens Institute for Innovation and other departments of the JCPS Gheens Academy for Curricular Excellence and Instructional Leadership/Student Assignment and district.
2. Recruits and supports school staff participation with initiatives of the JCPS Gheens Institute for Innovation.
3. Conceptualizes, initiates, and supports implementation of innovation school reform initiatives.
4. Establishes operational policies and procedures and makes any necessary modifications, based on analysis of operations and other research information.
5. Reviews and approves new programs, or recommends modifications to existing programs, submitting program and grant proposals for school board approval as necessary.
6. Serves as the JCPS Gheens Institute for Innovation liaison to universities, businesses and other community groups.
7. Provides leadership for researching, monitoring, and assessing developments in education, both nationally and internationally.
8. Assures compliance with federal, state, and district policy and administrative procedures related to the JCPS Gheens Initiative for Innovation.
9. Collaborates with District personnel to identify grant opportunities, develop proposals, monitor implementation efforts, and provide budget oversight.

# Operations





# Operations

**Michael L. Raisor, Ph.D., MBOE**  
**Chief Operations Officer**

The infrastructure of the school district

- Digital Technology
- Employee Relations
- Facilities & Environmental Services
- Management Information System
- Nutrition Services
- Recruitment and Development
- Security
- Transportation

# Office of Operations



**Janice Mihora**

# Digital Technology



**Craig Garrison**

# Employee Relations



**Rob Tanner**

# Facilities & Environmental | Services



## Mike Mulheirn

# Management Information Systems



Raghu Seshadri



# Nutrition Services



**Julia Bauscher**

# Recruitment & Development



## Tiffeny Gerstner

# Security & Investigations



**Stan Mullen**

# Transportation



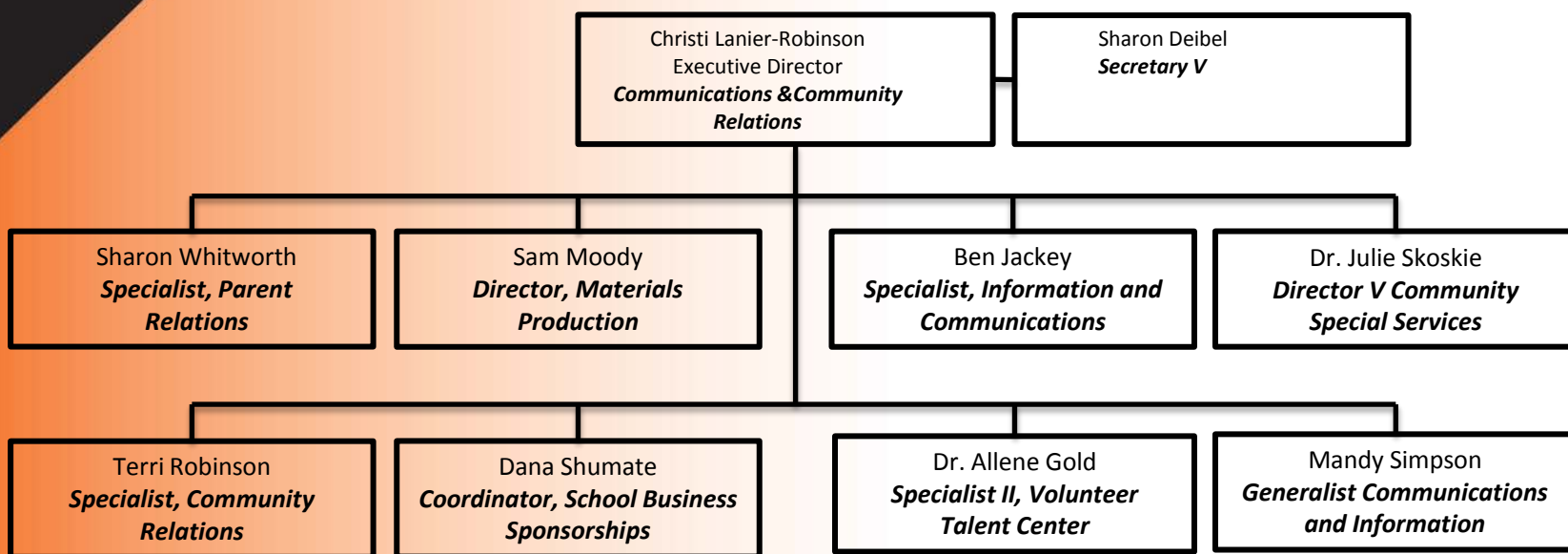
**Rick Caple**



# Operations

## Major Initiatives 2013

- Lean, World Class Operational Excellence
  - Streamlining and eliminating wasteful practices
  - Clear Protocols, Procedures, & Checklists
  - Clear Metrics & Data Driven Decision Making
  - Fire Prevention vs. Fire Fighting
- District Wide Notification System
- New Voice / Data & Wireless Network
- District Facilities Plan
- JCTA Contract
- Expansion of Meal Programs
- Educator Growth System
- Revised Safety and Security Procedures
- Bus Camera Installation and Implementation





Materials Production  
Sam Moody



1. Oversees and directs the production (including writing, design, photography, printing, etc.) of most internal and external district publications
2. Oversees the on-going development and maintenance of the JCPS and associated websites
3. Oversees the Video Production department
4. Oversees the production of all JCPS branded materials for the district and its schools

Specialist Information &  
Communications  
Ben Jackey



1. Serves as a liaison between the media and district.
2. Serves as a media spokesperson
3. Develops news releases and other materials that highlight district and or school initiatives to external audiences utilizing various mediums (including video, social media, print, etc.)
4. Conducts media training

## Generalist Communications and Information

1. Assists in the development of articles and other materials designed for internal audiences
2. Assist in organizing media events that highlight district initiatives
3. Assist in the processing of open records requests
4. Assist in the development of presentation materials

## Business Sponsorships Dana Shumate



1. Oversees the development and implementation of projects and other special initiatives between the district and the business community
2. Works with business community to develop signature initiatives that align with the philanthropic interest of business partners
3. Serves as the staff support for the Jefferson County Public Education Foundation
4. Works with JCPS schools to identify opportunities to partner key community partners

Specialist, Parent Relations  
Sharon Whitworth



1. Works with schools and district staff to increase parent participation through the Parent Teacher Association
2. Plans, organizes key programs that are held in partnership with 15<sup>th</sup> District PTA
3. In partnership with 15<sup>th</sup> District PTA, conducts trainings and workshops on State's Accountability System
4. Manages the 15<sup>th</sup> District PTA Clothes closet

Specialist, Community Relations  
Terri Robinson



1. Coordinates the various teacher and student awards programs
2. Coordinates the board recognitions and other special events
3. Conducts customer service training for district personnel
4. Coordinates information for the FACT line and other community related initiatives/services



Specialist II Volunteer Talent Ctr.  
Dr. Allene Gold

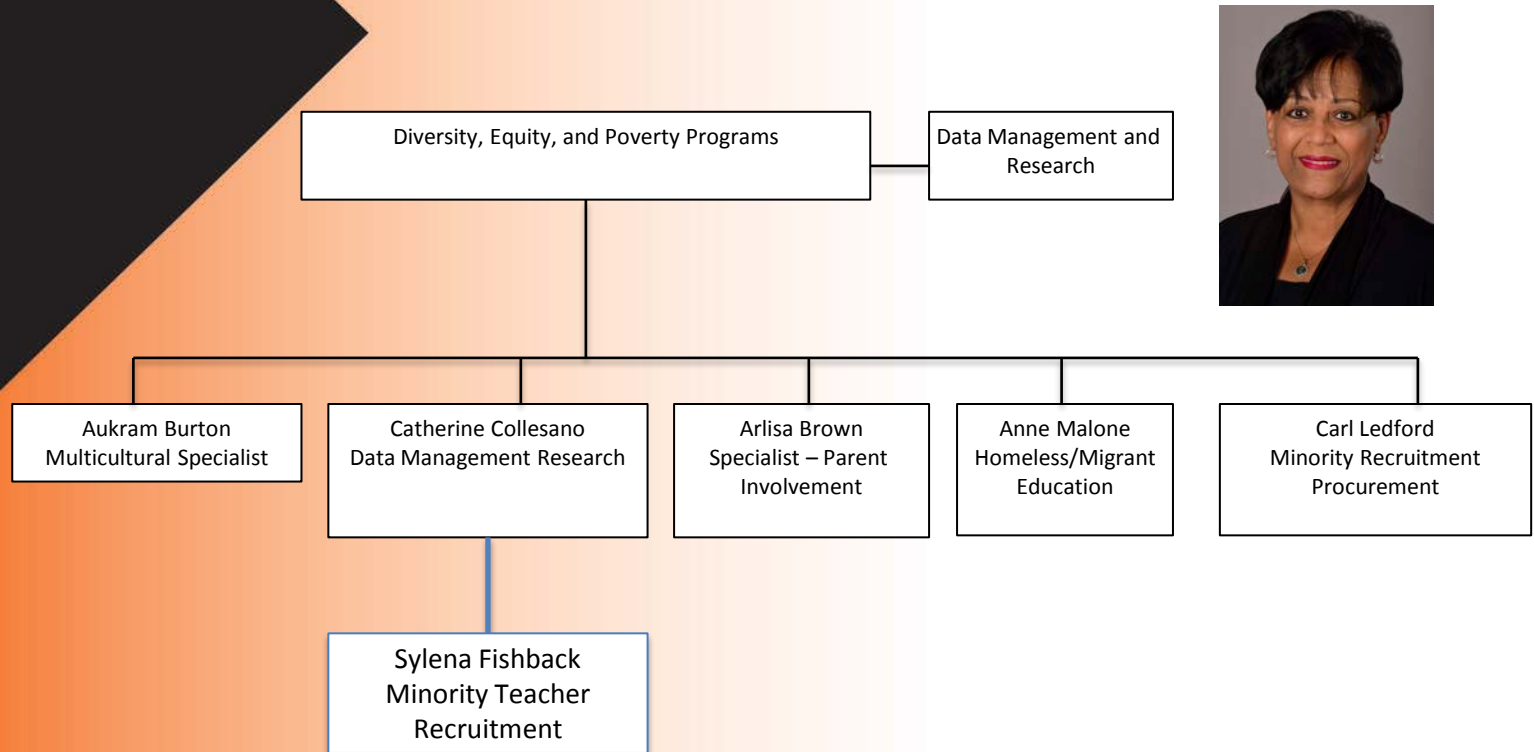


1. Manage all aspects of the Every 1 Reads Program (including recruitment of volunteers, processing of background checks, training volunteers, etc.)
2. Serves as a liaison between the district, community based organizations and the Learning Centers
3. Identifies and develops volunteer opportunities that align with initiatives
4. Works to expand network of “Learning Places” into priority communities and neighborhoods

Director V Community Specialist  
Services  
Dr. Julie Skoskie



1. Manages the JCPS Adult Education program
2. Oversees Community Schools, Neighborhood Place and other initiatives focused on providing access to extended learning opportunities
3. Oversees the state required SBDM training for all schools
4. Oversees child enrichment program



Multicultural Specialist  
Aukram Burton

1. Assist the district, schools, departments, and community organizations as well as Jefferson County Public Education
2. Design and Provide professional development that aligns with the district strategic plan
3. Monitor pedagogical practices
4. Strengthen cultural competency initiative throughout the district

Manager of Equity and Diversity  
Carl Ledford



1. Serves as chairperson of the economic diversity/equity program review committee in the development and implementation of Minority Business Enterprise and Women Business Enterprise procurement.
2. Assumes the responsibility of coordinating the district's contractor prequalification process and consults with the supervisor and maintains an updated directory of certified Minority Business Enterprise and Women Business Enterprise.
3. Serves as a liaison with other units, departments, and outside agencies as required pertaining to diversity/equity issues.
4. Assists the supervisor and other administrators by providing data and analysis of issues that are relative to diversity/equity community programs.
5. Maintains complete and comprehensive files on each successful contractor's compliance with the district's good faith program.
6. Coordinates with the purchasing department and all procurement agencies in preparing updates that relate to Minority Business Enterprise and Women Business Enterprise involvement.
7. Works with school administrators on the implementation of programs embracing diversity/equity within the community.
8. Conducts workshops with Minority Business Enterprise and Women Business Enterprise to help with their development and expand business opportunities, develop goals, and raise expectations.
9. Works with vendors and contractors to better understand and embrace their Minority Business Enterprise and Women Business Enterprise goals, as well as develop mentoring opportunities.
10. Performs other duties as assigned by the supervisor.

## Data Management and Research Catherine Collesano



1. Assist staff with automated equipment operation and application of software.
2. Monitor services and troubleshoots as the liaison between the department and MIS.
3. Assist in planning data bases and data retrieval systems, and provides liaison with data processing specialists for implementation.
4. Prepare specifications for adhoc reports and mass updates. Produce reports from data bases.
5. Assist in preparing, maintaining and updating data/information.
6. Perform studies for departments, offices, and agencies as required.
7. Assist in compliance with district and/or community requests for special data requirements.
8. Prepare annual and interim reports for district, state and federal programs.
9. Maintain accurate data and conduct analysis of data for evaluations using electronic data processing equipment.
10. Perform other duties as assigned by the designated supervisor.



## Minority Teacher Recruitment Sylena R. Fishback



1. Provides leadership for the High School Teacher/Mentor-Future Educator of America (HSTMP/FEA) Clubs at the local school level.
2. Designs activities that promote high academic achievement, college attendance, and awareness of opportunities in the field of education.
3. Participates in professional development workshops on mentoring sponsored by the Minority Teacher Recruitment Project.
4. Maintains accurate records of membership status, club meeting attendance, career goals, academic achievement, college aspirations and monthly activities of club members.
5. Submits required records to the administrative intern responsible for the Minority Teacher Recruitment Project.
6. Works collaboratively with school counselors and other school faculty to identify HSTMP/FEA participants, scholarship opportunities, and teaching-like experiences.
7. Collects and disseminates data on the careers in education.
8. Conducts at least two club (HSTMP/FEA) meetings per month and provide leadership for at least one cluster meeting of the Education Cluster of Black Achievers Program.
9. Designs and conducts test-taking skills workshops for the ACT and SAT.
10. Performs other duties as assigned by the Principal.

Arlisa Brown  
Program Specialist

1. Works closely with program personnel in developing and implementing educational programs and support services.
2. Provides training and supervision for program staff.
3. Oversees and directs the work of committees and task forces, as assigned.
4. Meets with program staff regularly to monitor effectiveness of services.
5. Maintains accurate records on the program and provides data and reports to appropriate personnel.
6. Evaluates effectiveness of program.
7. Implements functions for the program involving direct or indirect contact with students, parents, outside program officials, regulatory agencies and others.
8. Represents the assigned program at district, school and community meetings and conferences as directed.
9. Analyzes program material and provides input for modification as required.
10. Performs other duties as assigned by the designated supervisor.

Anne Malone  
Director of Homeless/Migrant



1. Works closely with program personnel in developing and implementing educational programs and support for homeless and migrant students and families services.
2. Provides training and supervision for program staff.
3. Oversees and directs the work of committees and task forces, as assigned to addressing homeless and migrant students
4. Meets with program staff regularly to monitor and improve effectiveness of services.
5. Maintains accurate records on the program and provides data and reports to appropriate personnel.
6. Evaluates effectiveness of program
7. Implements functions for the program involving direct or indirect contact with students, parents, outside program, and homeless shelters officials, regulatory agencies and others.
8. Represents the assigned program at district, school and community meetings and conferences as directed.
9. Performs other duties as assigned by the designated supervisor.

# To the desk of every child

Using data to look at success and disproportionality

**Data**

**Suspensions**

**Attendance**

**Performance**

**ETC.**

Devise a plan to support families and kids

**Devise**

**Professional Dev.**

**Planning**

**Predictions**

Different & equitable  
needs

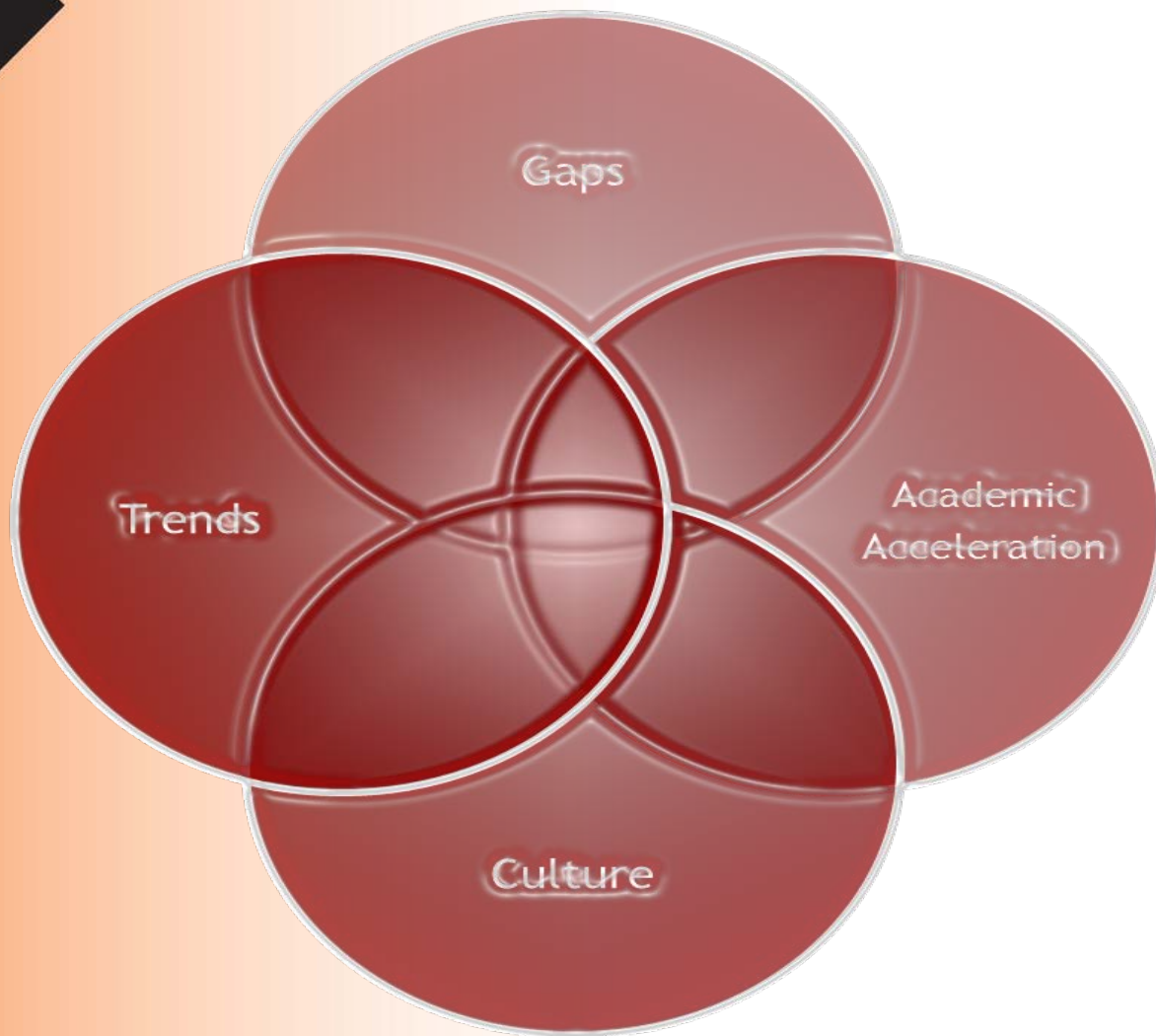
**Deliver**

**Sound – research  
based equitable  
“opportunities” for  
the betterment of  
student achievement**



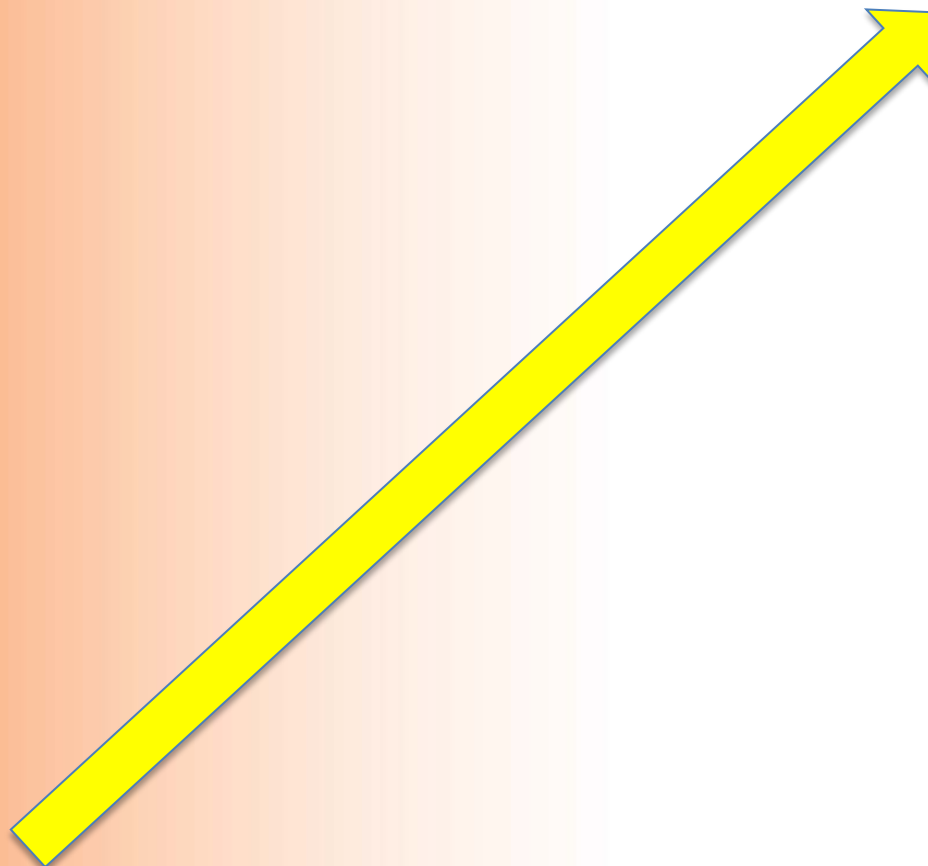
**ALL students graduate prepared!!**

# The Core 4





**INCLUSION  
ACHIEVEMENT**



**DIVERSITY** - THE CONDITION OF BEING COMPOSED OF DIFFERENT ELEMENTS, PEOPLE,  
CULTURE



## Financial Services



**Chief Financial Officer/Treasurer**  
Cordelia Hardin

**Administrative Assistant**  
Julie Klayko

**Purchasing**  
Ken Popplewell, Director

**Supply Services**  
Bruce Fowler, Director

**Accounting Services**  
Eddie Muns, Director

**Financial Planning**  
John Collopy, Director

## Purchasing Ken Popplewell



- Issues bids and Request for Proposals (RFPs)
  - Educational supplies for classrooms (thousands of items on bid)
  - Maintenance supplies to maintain buildings and vehicle fleet
  - Other items too numerous to list
- Distributes JCPS bid awards by posting bids on district website for quick referral by schools and district
- Distributes Kentucky Educational Technical Support (KETS) information to assist district in purchasing computers, printers, and software
- Provides purchasing instruction and advice to ensure district purchases are in compliance with the law – Model Procurement
- Processing to vendors of approximately 60,000 purchase orders each year
- Assists each location if obtaining needed items at a fair, reasonable cost

Supply Services  
Bruce Fowler



- Instructional warehouse bulk purchases, copy paper purchase alone saves over \$200,000
- Deliver food items to all schools for breakfast & lunch
- Mail System discounts saved \$301,676 for fiscal year 2011-12
- Maintain inventory, replenish, and delivery of science kits to all elementary and middle schools
- Pony mail system - internal delivery between schools and central offices

## Accounting Services Eddie Muns



### Accounting

- Bond Issues and Debt Service
- Audit Support
- Comprehensive Annual Financial Report (CAFR)
- Fixed Asset accounting
- Investments
- Expenditure reviews

### Grants & Awards

- Expenditure tracking and compliance

### Payroll

### Accounts Payable

### Accounts Receivable

### Real Estate

- Property sale and purchases, easements

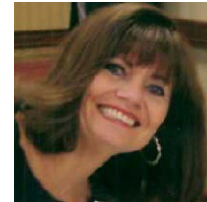
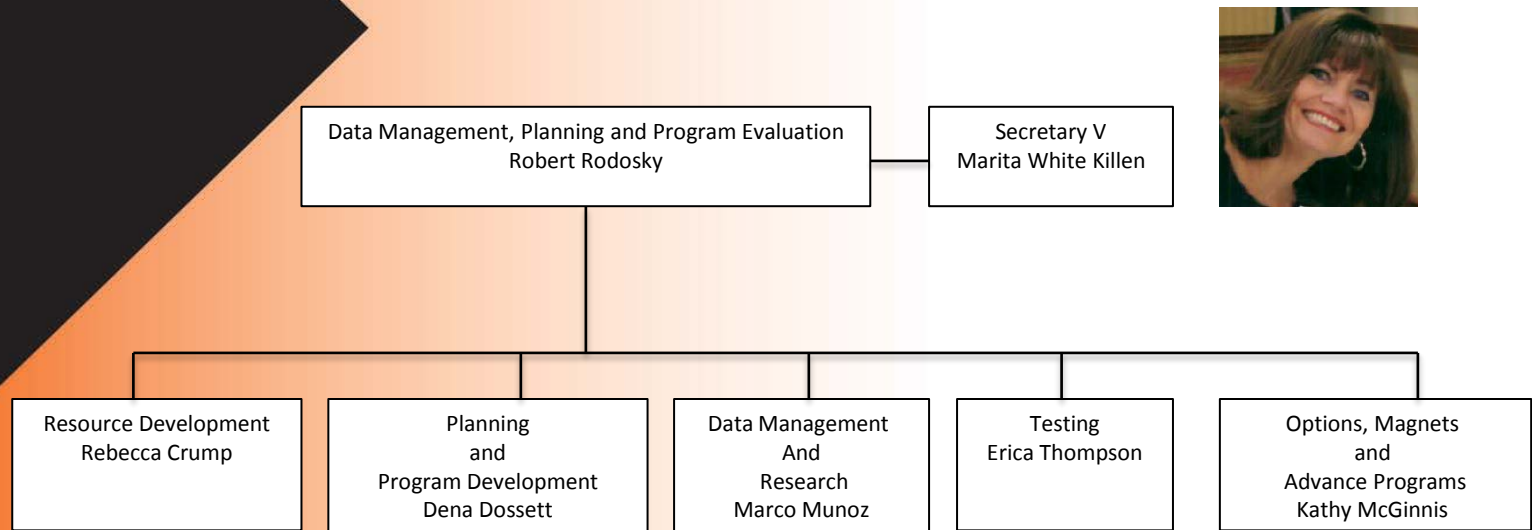
### Insurance

- General Liability and Educators Liability
- Student Accident Insurance/claims
- Fleet Insurance
- Treasurer Bonds

## Financial Planning & Management John Collopy



- Develop and monitor budget for all fund sources
- Provide distribution of budgets to schools & central offices
- Maintain position control
- Work with program directors to insure budgets fulfill program objectives and are utilized for priorities of students
- Maintain Chart of Accounts adhering to KDE standards
- Develop district five-year plan of GF revenues and expenses
- Analyze Comprehensive School Improvement Plan (CSIP) to outline resources for the highest district goals, comply with KDE requirements, and enable JCPS to apply for federal grants





## Resource Development Rebecca Crump



1. Assist the district, schools, departments, and community organizations as well as Jefferson County Public Education Foundation in developing and submitting grant applications that align with district strategies and priorities.
2. Provide ongoing technical assistance to project directors regarding the implementation and management of grants.
3. In compliance with state law, track all donations, gifts and grants to the district.
4. Annually implement three of the four district wide fundraisers – MUW, Fund for the Arts, and Crusade for Children.

## Planning and Program Evaluation Dena Dossett



1. Comprehensive School and District Planning- focuses improvement efforts on student needs by bringing together all stakeholders to plan for improvement, building upon school and district capacity for high quality planning, and by making connections between how the funds that flow into the district address priority needs in schools.
2. Program Evaluation-serves as a data and evaluation resource for both internal and external projects of JCPS. The goal of program evaluations is to provide data to continuously improve and evaluate the quality of programs.
3. Student Assignment and Demographics- oversees the implementation of the student assignment plan, houses the parent assistance center, and provides projection enrollments
4. Accreditation -one of the largest aspects of the work in Planning during the 2012-2013 school year is the coordination of the AdvancED accreditation process. Intensive planning and direction will be required to coordinate the components for a successful accreditation visit in January 2013.
5. District Dashboard- utilizing a data dashboard to monitor the leading indicators of the strategic plan; includes data such as academic achievement, achievement gap, graduation, school climate, teacher professional development participation, and extended learning time.
6. Systems Support- All schools that have received (SIG) funding and/or have been designated as a PLA school submit a quarterly report (PLA/SIG Tiers I and II – 18 schools) or a semester report (SIG Tier III – 10 schools). The Planning unit assist schools in various aspects of the report including data gathering and quality checks.

Testing  
Erica Thompson



1. Accountability Testing Administration
  1. Ensure materials are shipped in/out of schools in timely manner
  2. Train Building Assessment Coordinators (BACS) on Test Administration rules
  3. Regular communication channel between KDE and schools
2. Report and follow-up on test administration violations
3. Mail home to parents test results
4. Data quality checks (100 day rule)

## Options, Magnets and Advance Programs Kathy McGinnis



### Options and Magnets Program:

1. Promotes and produces the Showcase of Schools.
2. Provides parent information sessions on school choice.
3. Coordinates with schools on recruitment strategies.
4. Provides training to school staff on the application process (on-line).
5. Monitors the random draw process for student/school selection.
6. Provides an appeal process for parents.

### Advance Program:

1. Oversees the KDE Gifted and Talented Grant.
2. Implements Board AP eligibility/placement procedures.
3. Implements the summer enrichment program (Project Reach).
4. Provides an appeal process for parents.
5. Administers the Advance Program test for Private and Parochial students.
6. Provides training for AP classroom teachers.

## Data Management and Research

Marco Muñoz



1. CASCADE (technical solutions to data gathering and curriculum-assessment integration)
2. School DASHBOARD (technical solutions to data access and dissemination)
3. Data Books, School Profiles, and Data Requests (to meet data needs for ALL stakeholders)
4. Comprehensive School Survey (School Climate as a leading indicator)
5. Accountability Data Analyses and Reporting (Graduation, College/Career Readiness, K-PREP, ACT, AP, etc.)
6. Institutional Research and Program Evaluation
7. Learning Place and Community Enrichment