

Jefferson County
Public Schools



Moving
in the Right
Direction

The Journey...

Donna M. Hargens, Ed.D.
Superintendent
January 12, 2015

The Curriculum Management Audit

by Larry E. Frase, Fenwick W. English, and
William K. Poston, Jr.

The Curriculum Management Audit focuses like a laser on that which schools should be all about — learning. The audit is designed to determine the degree to which the written, taught, and tested curricula are aligned and the extent to which all District resources are organized to support development and delivery of the curricula.

Five Audit Standards:

- 1. Control of Resources**
- 2. Clear Objectives**
- 3. Internal Connectivity and Equity**
- 4. Use of Results**
- 5. Productivity**

Data Sources of the Curriculum Management Audit

DOCUMENTS included written Board policies, administrative regulations, curriculum guides, achievement data, memoranda, budgets, state reports, and accreditation documents (approximately 530 documents/categories of documents were reviewed by auditors).

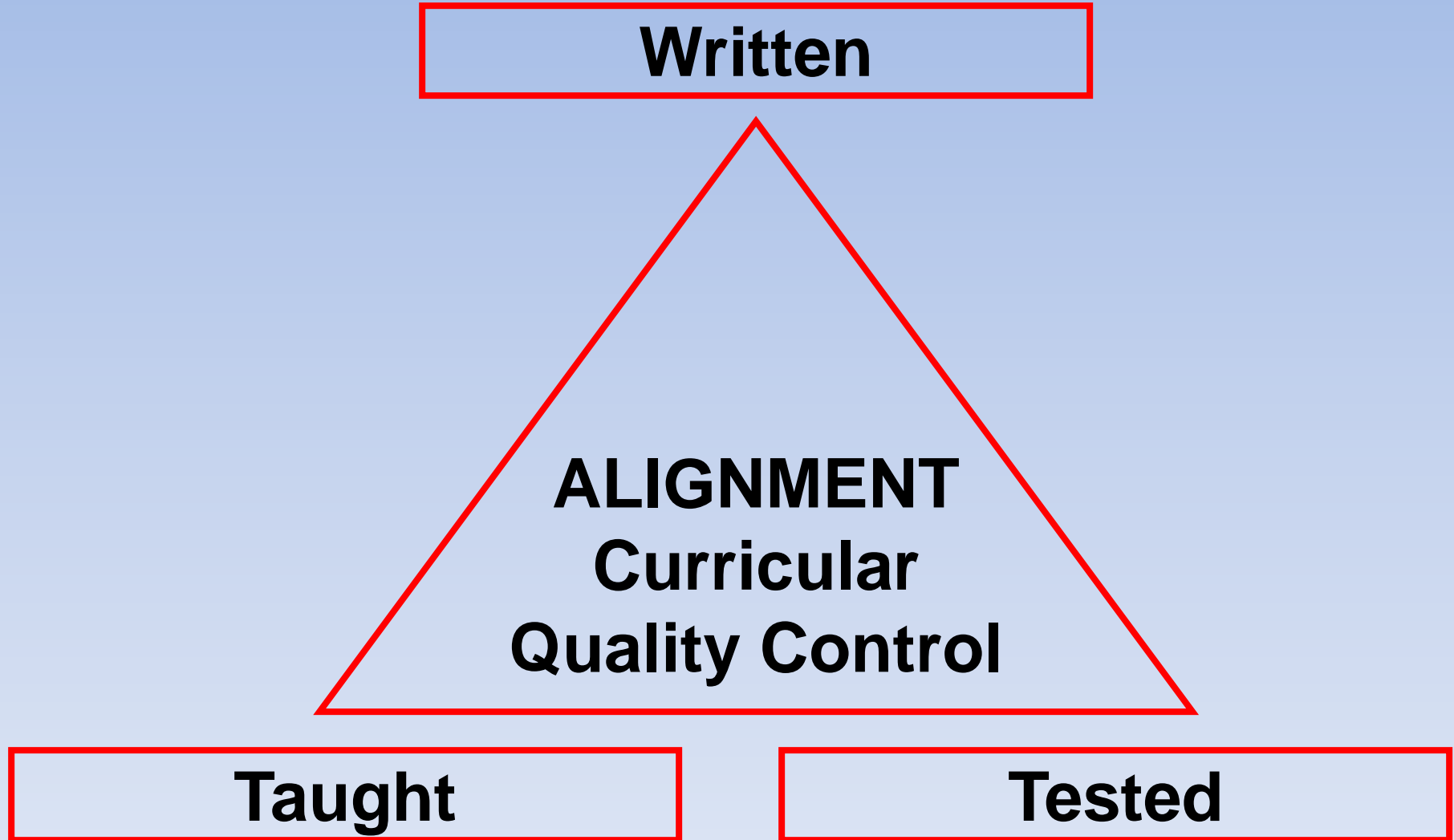
INTERVIEWS were conducted by auditors to explain contextual variables that were operating in the school system at the time of the audit.

SCHOOL VISITS: All building sites were toured by the PDK-CMSi audit team. Site visits reveal the actual context.

Compelling Reason

**As one elected official observed,
“The City of Louisville and
Jefferson County cannot prosper
without a strong public school
system.”**

Alignment (1.1)



Summary of Recommendations

1. **Reorganize administrative services** and reconfigure personnel to ensure that all essential functions are covered.
2. Review, revise, adopt, and implement **Board policies**.
3. Redesign the **planning process** to provide a coherent focus and improved system connectivity.

Summary of Recommendations

(continued)

4. Design and implement a **comprehensive curriculum management system**.
5. Develop and implement a comprehensive plan for **student assessment** and **program evaluation**.
6. **Institutionalize instructional best practices** for the effective delivery of the District's written curriculum.
7. Require **procedures for monitoring** of District **instructional practices**.
8. Design and implement a **coordinated**, system-wide **professional development program**.

Summary of Recommendations

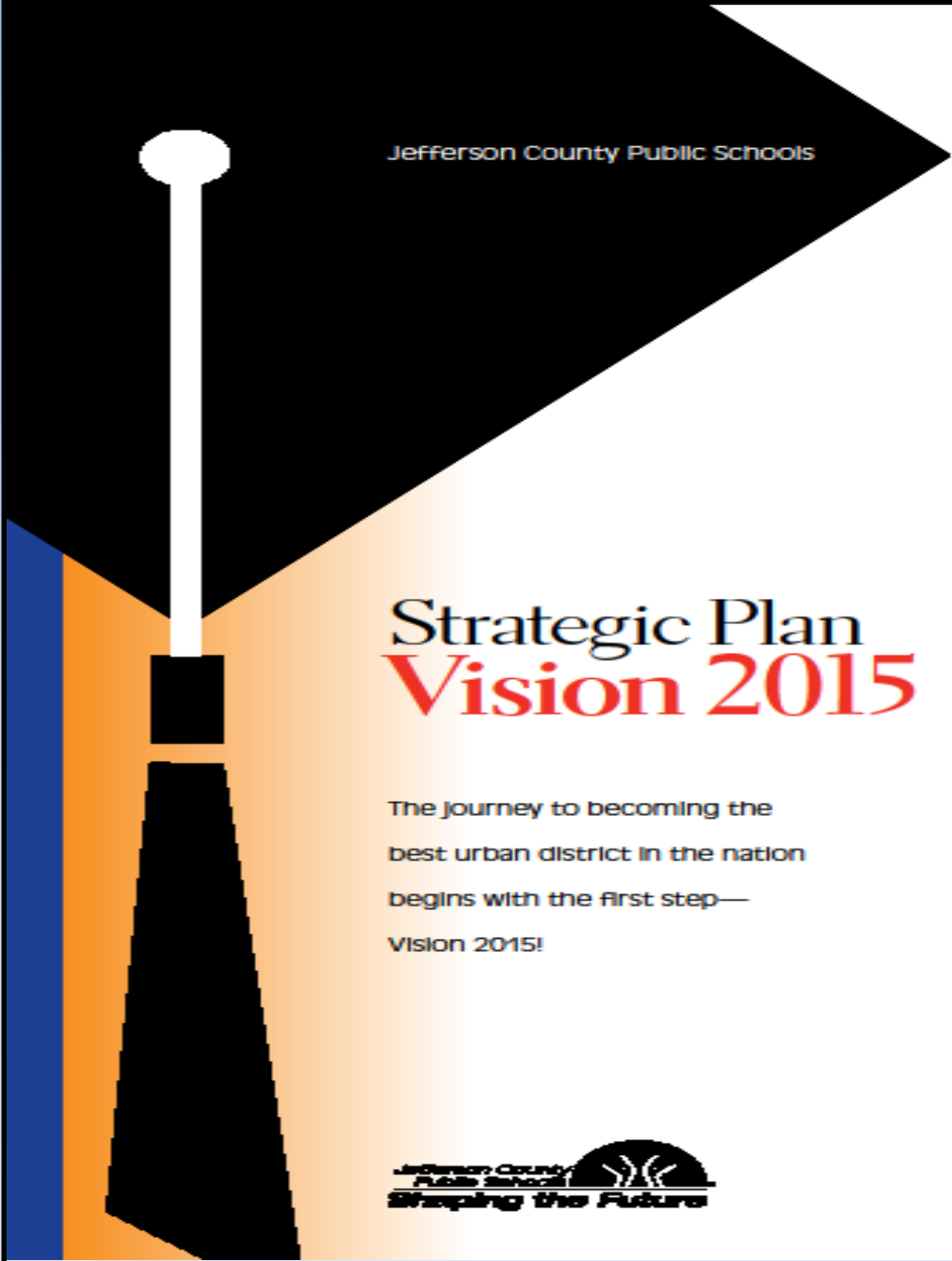
(continued)

9. Provide **equal access to comparable programs, services, and opportunities to impact student achievement**. Eliminate the achievement gap between ethnic and socioeconomic student groups. Take further steps to allocate resources based on student needs.
10. Implement a **program-based budget** which reflects priorities based upon program efficacy.

What Works in Jefferson County Public Schools

April 2012

- **Focus on Learning**
- **Use of Data — *To Guide Instructional Choices***
- **Teachers as Professionals — *Collaboration & Feedback — Strong School Leadership***
- **School Culture and Climate — *High Expectations for All Students***

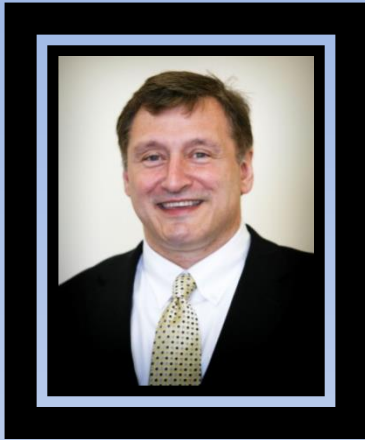


Jefferson County Public Schools

Strategic Plan **Vision 2015**

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

Dr. Dewey Hensley
Chief Academic Officer



Mr. John Marshall
Chief Equity Officer



Dr. Michael Raisor
Chief Operations Officer



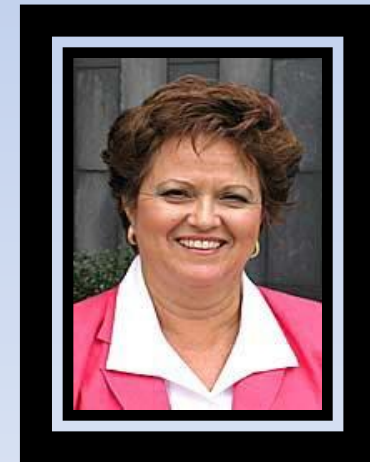
Cabinet Members



Ms. Helene Kramer
Chief Communications
and Community
Relations Officer



Dr. Robert Rodosky
Chief of Data Management,
Planning and Program
Evaluation



Ms. Cordelia Hardin
Chief Financial Officer

Dr. Glenn Baete
Assistant Superintendent
Academic Achievement Area 1



Dr. Paige Hartstern
Assistant Superintendent
Academic Achievement Area 3



Mr. Kirk Lattimore
Assistant Superintendent
Academic Achievement Area 5



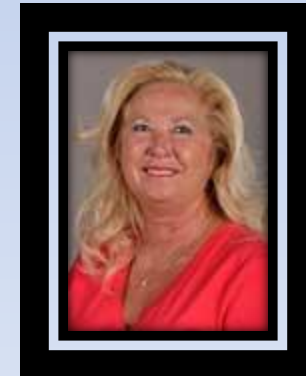
Achievement Areas



Ms. Amy Dennes
Assistant Superintendent
Academic Achievement Area 2



Ms. Michelle Dillard
Assistant Superintendent
Academic Achievement Area 4



Dr. Lynne Wheat
Assistant Superintendent
Academic Achievement Area 6



Mindy Eaves
Ombudsman



Jonathan Lowe
Director of Strategy

Essential Elements: Summary

Increased Learning	Graduation and Beyond	Stakeholder Engagement	Safe, Supported, Resourced, and Equipped School System	
GOAL: Every student progresses in his or her individual learning.	GOAL: Every student graduates prepared with enduring 21st century skills and dispositions for his or her postsecondary choices and life.	GOAL: Increase partnerships with parents, community, and educational organizations to enrich student learning and experiences.	GOAL: Every educator will provide effective instruction and response to student needs.	GOAL: The district provides safe, well-staffed and well-resourced schools to support needs of every student.
TARGETS <u>Elementary (K-8) Reading and Math Performance:</u> Increase proficiency from 39.5% in 2013 to 56% in 2015. <u>Proficiency Gaps (K-12) in Reading and Math Performance:</u> Increase proficiency for all students in the non-duplicated gap group from 30.7% in 2013 to 51.2% in 2015.	TARGETS <u>High School Graduation:</u> Increase the Four-Year Adjusted Cohort Graduation Rate from 76.5 percent in 2013 to 81.3 percent by 2015. <u>Graduates Ready for College and Career:</u> Increase the percentage of students who are college- and career-ready from 51.3 percent in 2013 to 65.5 percent by 2015.	TARGETS <u>Parent/Caregiver Satisfaction:</u> Increase parental satisfaction from 89.9% in 2014 to 91% by 2015. <u>Community Partnerships:</u> Increase in service hours provided to JCPS by major community partners (baseline 2015).	TARGETS <u>Effective Teachers:</u> Increase the percentage of effective teachers (baseline 2015) <u>Effective Principals:</u> Increase the percentage of effective principals (baseline 2015).	TARGETS <u>Instructional Funding:</u> Increase total proportion of general funds directed to instruction and achievement from 54% in 2013 to 55% by 2015. <u>Interventions:</u> Increase the percentage of Novice students receiving interventions and supports (baseline 2015).
Strategy 1: Responsive, differentiated instruction (1.1, 1.2)	Strategy 1: Student advising and planning (2.3, 2.4)	Strategy 1: Communication and relationships (3.8, 4.2, 4.11, 4.12)	Strategy 1: Professional Learning Communities (PLCs) (1.3, 1.4, 3.7, 4.10)	Strategy 1: Service-oriented, productive, and efficient systems linked with student success (4.2, 4.5)
Strategy 2: Equitable learning opportunities (1.1, 1.2, 1.7, 2.6, 3.2, 3.3, 4.3)	Strategy 2: Career pathways and dual pathways (2.2, 2.4, 2.6)	Strategy 2: Fostering postsecondary opportunities (2.3, 2.4, 3.2, 3.3, 3.5, 3.6)	Strategy 2: Professional development (1.3, 1.4, 2.6, 3.6, 4.4)	Strategy 2: Access, equity, and safety (1.3, 1.6, 1.7, 1.9, 1.10, 2.5, 3.3, 4.3)
Strategy 3: Early learning and student readiness (1.2, 1.6, 1.7, 1.9)	Strategy 3: Transition support between levels (2.1, 2.5)	Strategy 3: Student-community enrichment (3.2, 3.3, 3.6)	Strategy 3: Educator growth and effectiveness (1.3, 1.4, 4.6, 4.8)	Strategy 3: Intervention and response (1.6, 1.7, 1.9, 2.2, 2.5, 3.3, 3.5)
		Strategy 4: Parent/caregiver engagement (3.2, 3.3 parent portal, 3.5, 4.12)		

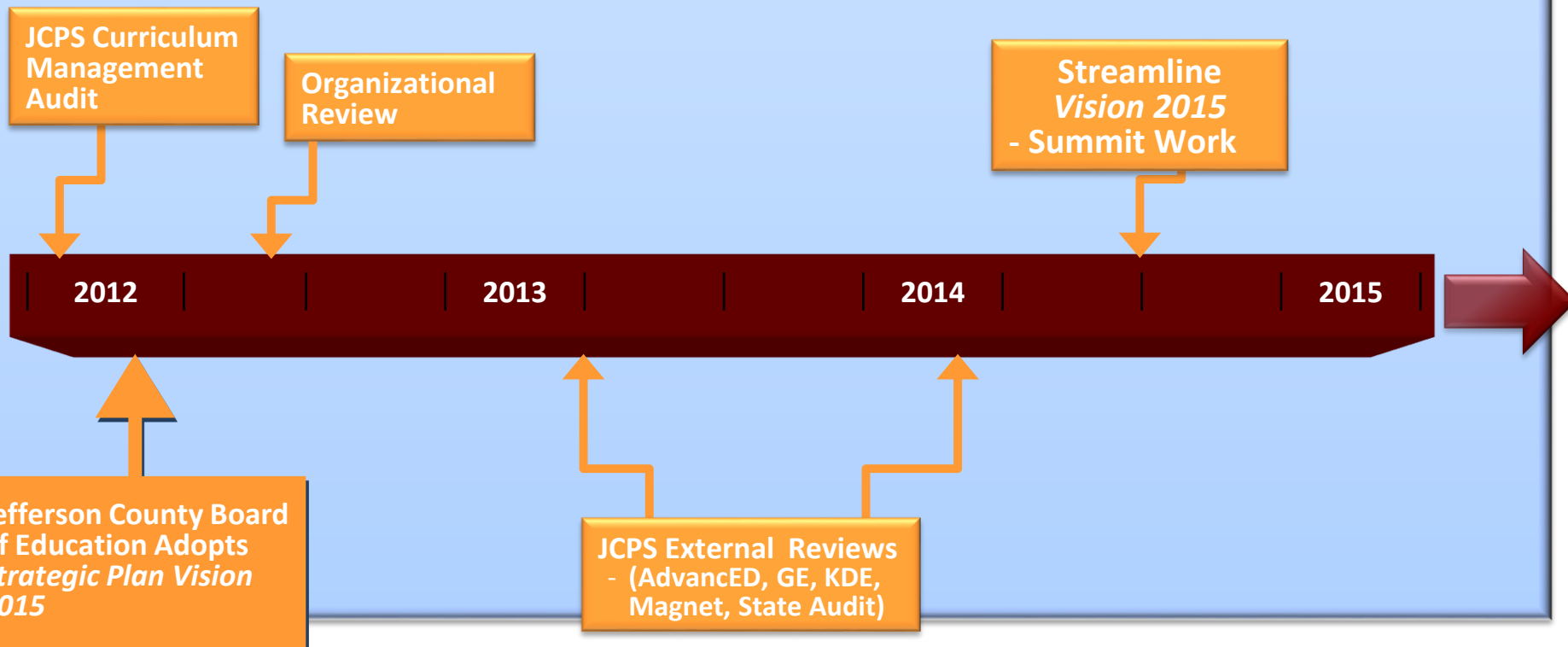
Superintendent Professional Growth and Effectiveness System (SPGES)

- Professional Growth and Effectiveness for Kentucky superintendents based on common clearly defined standards
- A companion system complimenting Teacher and Principal Professional Growth and Effectiveness Systems
- System drives a model of professional growth and learning for all Kentucky educators



Where We Are Now

Progress and Changes Since 2012



It is sincerely hoped by the Jefferson County Public School District's Curriculum Management Audit™ team that this report will provide the stimulus for the Board, administration, teachers, and community to take stock of their present situation and unite together to accomplish these very doable tasks. The audit team is optimistic that given proper attention to the areas requiring improvements in the district, as cited by this audit, the expectation of the Board and professional staff for further betterment of a system will be met.

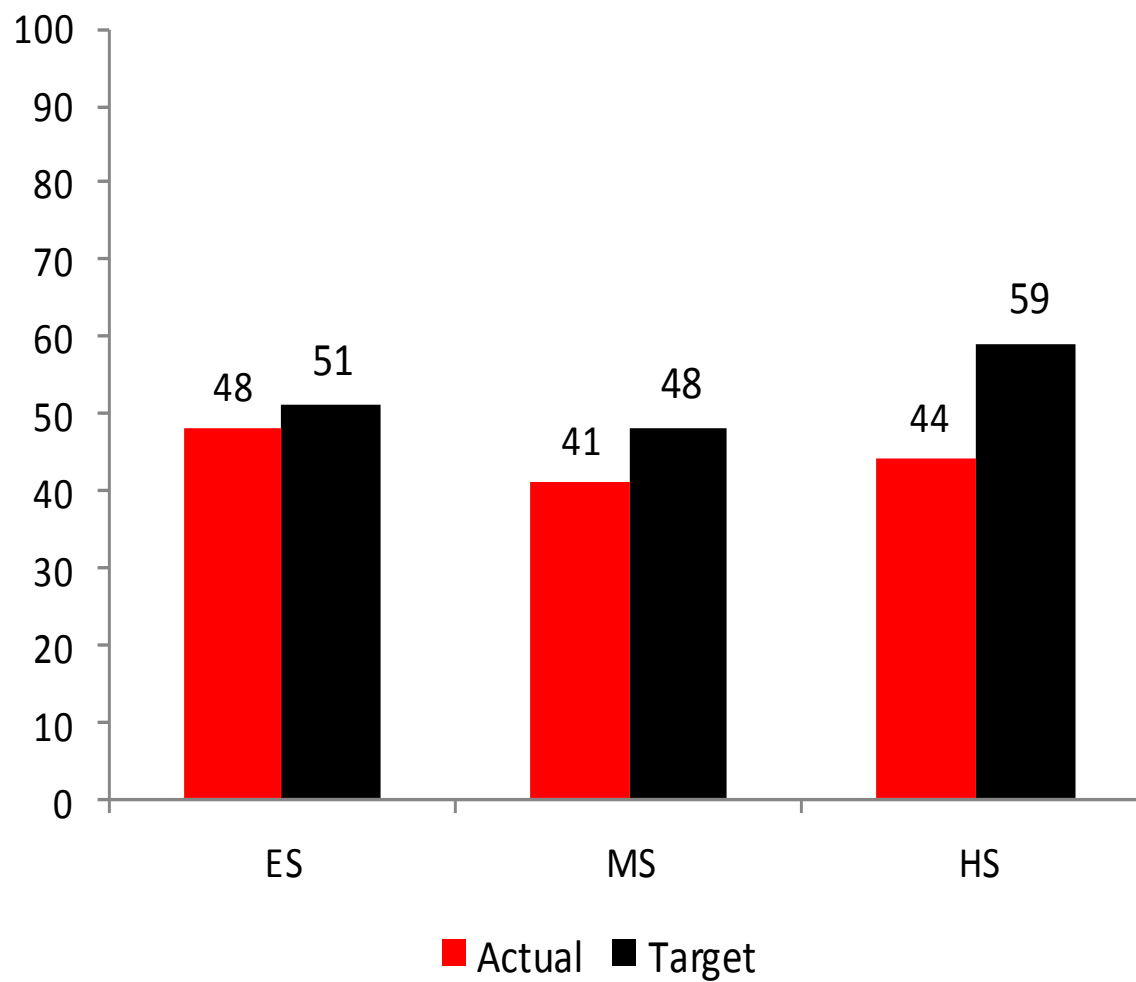
John Murdoch

JCPS Percentile Ranking Over Time



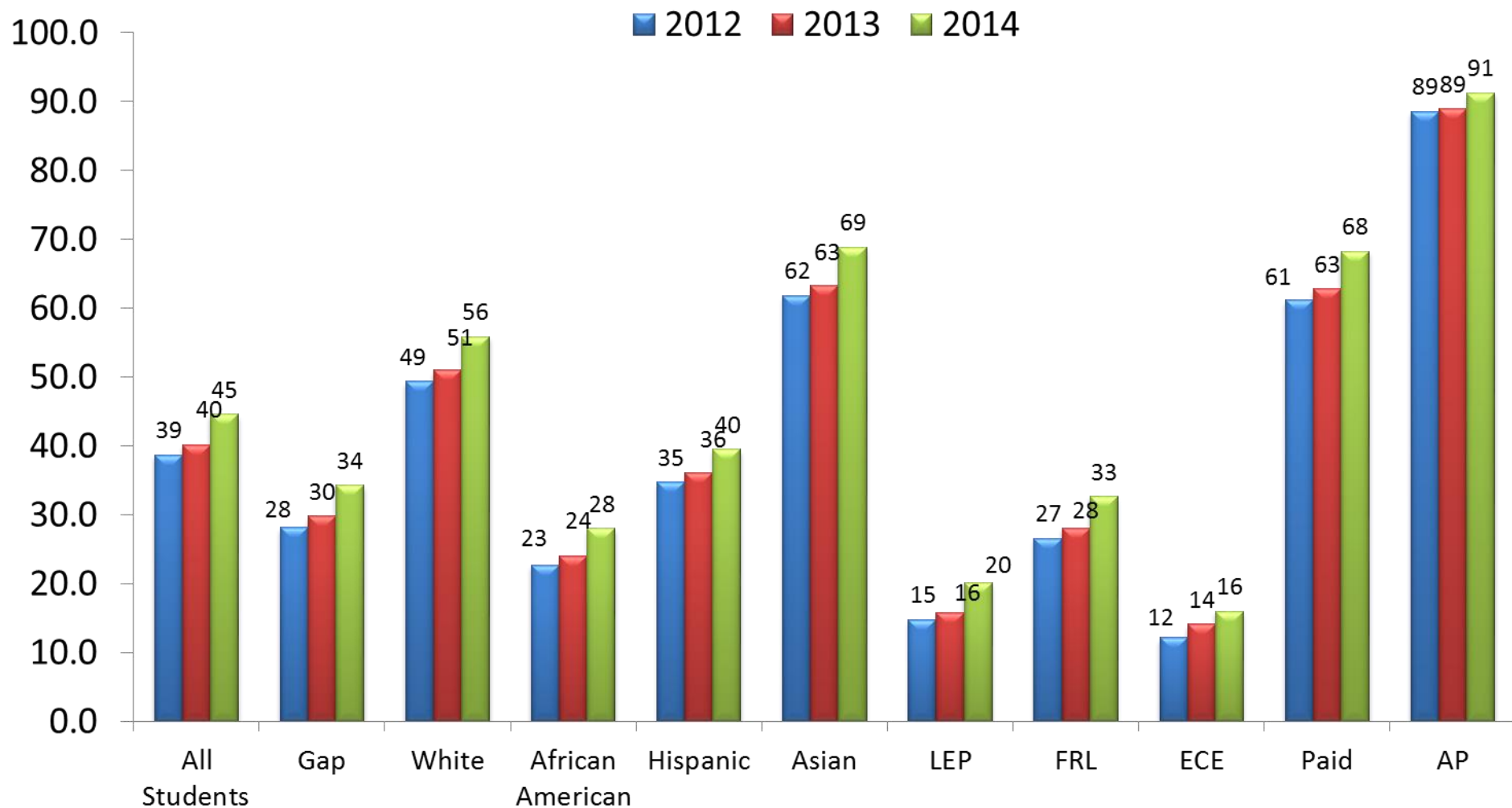
2013 and 2014 ranks includes program review scores

% Proficient/Distinguished – Combined Reading & Math



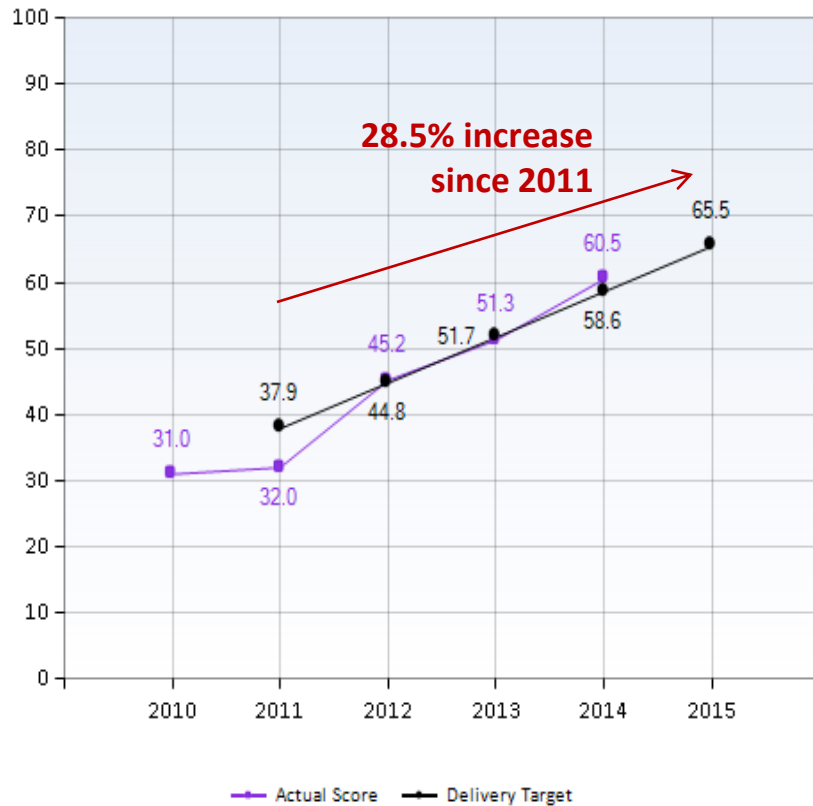
Focus Area 1: Increased Learning

% Proficient and Distinguished: Combined Reading and Math
by Student Group

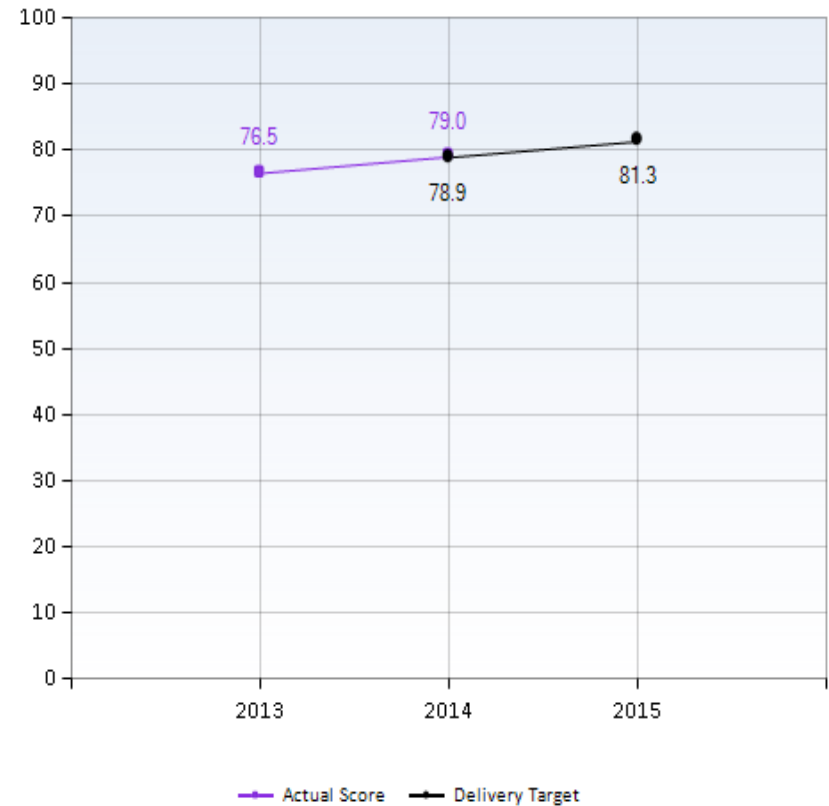


KDE Delivery Targets

College and Career Readiness Targets



4-Year Adjusted Cohort Graduation Rate Targets



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