

# Vision 2020 Strategic Plan

## Setting the Context

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JEFFERSON COUNTY BOARD OF EDUCATION  
STRATEGIC PLANNING BOARD RETREAT

MAY 15 AND 16, 2015

# Informing the Process

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## External Trends

- ✓ Research-based education policy trends
- ✓ Benchmark districts
- ✓ External Reviews of JCPS

## Staff and Stakeholder Input

- ✓ Summer 2014 Superintendent Summit feedback
- ✓ JCPS Strategic Planning Stakeholder Meetings

# Research-based Policy Trends: National, State, and Local

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- |   |   |
|---|---|
| <ul style="list-style-type: none"><li>• Rote learning, seat time, highly standardized</li></ul> | Competency-based education  |
| <ul style="list-style-type: none"><li>• Core academic support</li></ul>                         | <p>“Whole Child” support</p> <ul style="list-style-type: none"><li>✓ academic</li><li>✓ cognitive</li><li>✓ socio-emotional</li><li>✓ 21st century skills</li><li>✓ global competence</li></ul> |
| <ul style="list-style-type: none"><li>• Day care</li></ul>                                      | Quality early learning programs, ready for Kindergarten   |
| <ul style="list-style-type: none"><li>• Reduce achievement gaps</li></ul>                       | Equitable opportunity and access to resources   |
| <ul style="list-style-type: none"><li>• Certified educators</li></ul>                           | Prepared, effective educators and leaders for all   |

April 23, 2015 Louisville Metro Visit



Dr. Libby Doggett, Deputy Asst. Secretary for Policy and Early Learning



Arne Duncan, U.S. Secretary of Education

National League of Cities:

Tonia Rucker, Program Director, Institute for Youth, Education and Families Early Childhood Success



# Benchmark Districts

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Priority Categories		Districts with Priority	Benchmark Districts											
			JCPS	Baltimore Co	Charlotte-Mecklenburg	Baltimore City	Austin	Duval Co	Long Beach USD	Northside	San Diego USD	Cobb Co	Fulton Co	Pinellas Co
Common Priorities	Parent/community engagement & relationships	10	x	x	x	x	x	x	x	x	x	x		
	Safe, respectful, resourced schools	8	x	x	x	x			x	x			x	x
	Aligned, efficient, productive processes/systems	7		x	x	x	x	x					x	x
	Effective educators	6	x			x	x	x			x			x
	Academic achievement	6	x	x	x				x		x			x
	CCR	4	x			x			x			x		
	Human capital	4			x					x		x	x	
	Technology	3			x								x	x
	Differentiated opportunities/ Diverse learners	3								x		x	x	
Unique Priorities	Effective schools	1				x								
	Neighborhood schools	1									x			
	Support/guidance from district leadership	1									x			
	Develop whole child	2					x	x						

# 2014 Summit Feedback

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Broad support for overall direction of Vision 2015, with recommendations to make it more clear, succinct, and actionable.

Themes across comments and changes - strong investment in retaining activities focused on 3 areas: *students, professionals, and systems*.

70% of strategies retained (25 of 36) around students, professionals, systems, and caregiver/community engagement.

- ✓ 6 strategies shifted to Guiding Practices (well-implemented, cross-goal and strategy practices)
- ✓ 3 sets of strategies combined (e.g., PLCs).
- ✓ 7 rewritten and 5 moved to other goals.

# Alignment Between External Reviews and Strategies in Vision 2015



JCPS Strategic Plan Vision 2015 Strategies	Orfield Report (Sept 2011)	Curriculum Management Audit (Jan 2012)	KDE District Leadership Audit (April 2012)	AdvancEd Report (Feb 2013)	GE Foundation Annual System Review (Nov 2013)	Magnet School Review (March 2014)
1.1 Responsive, differentiated instruction						
1.2 Equitable learning opportunities						
1.3 Early learning and student readiness						
2.1 Student advising and planning						
2.2 Career pathways and dual pathways						
2.3 Transition support between levels						
3.1 Communication and relationships						
3.2 Fostering postsecondary opportunities						
3.3 Student-community enrichment						
3.4 Parent/caregiver engagement						
4.1.1 Professional Learning Communities						
4.1.2 Professional development						
4.1.3 Educator growth and effectiveness						
4.2.1 Service-oriented, productive, and efficient systems linked with student success						
4.2.2 Access, equity, and safety						
4.2.3 Intervention and response						

# Stakeholder Engagement Meetings

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## Three primary components

### (1) Where are we going?

- *What do we want students to know?*
- *What do we want students to be able to do?*
- *What kind of community members do we want students to be?*

### (2) What's going well?

- *What are we doing that is already helping us get there?*

### (3) What do we need to do?

- *What do we need to start doing—or do more?*
- *What do we need to stop doing—or do less?*
- *What do we need to change about what we are doing—or how we are doing it?*

# Emerging Themes: Where are we going?

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## **Individuals who are whole**

*Happy, healthy, empathic, compassionate, respectful, confident, resilient, creative thinkers and problem-solvers*

## **Individuals who understand what it means to be a citizen**

*Responsible, own their own lives, give back to the community, have meaningful employment, can live and work with others who do not look like themselves*

## **Individuals who value / seek / leverage education**

*Have learned how to learn, are invested in their own education, can navigate the system and advocate for themselves*



# Emerging Themes: What's going well?

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## JCPS is more transparent and accountable

*Shares information more freely, willing to acknowledge areas of challenge and needing improvement*

## JCPS is better at acknowledging / addressing inequalities

*Across demographics, in managing behavior, between performing and under-performing schools, by valuing all children*

## JCPS is listening to and engaging community stakeholders

*Parents and families, through partnerships with community organizations and businesses, within the Black community*

# Emerging Themes: What do we need to do?

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## Focus on the whole child

*Transcend mere math/reading assessment, help children leverage their skills and abilities—not merely overcome their weaknesses, recognize and address mental and physical health issues, find ways to personalize education—not merely standardize it, understand that not all are college bound: provide trade/vocational options*

## Deepen diversity / cultural competency

*Move beyond ensuring the right mix of demographics to providing deep cultural sharing, learning and appreciation*

## Resource the vision

*Obtain not just funding but talent—and in an amount that helps us reach the vision*

## Continue to increase meaningful parental engagement

## Continue to work on equity issues

# Vision 2020 Proposed Process & Timeline

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March 30	Board Work Session – Discuss Vision 2020 Timeline
April 27	Board Work Session – Initiate strategic planning process – Setting the Stage
May-June	<b>Stakeholder Input Sessions</b> <ul style="list-style-type: none"><li>• Coordinate Strategy Work Group (new name)</li><li>• Externally facilitated</li><li>• Diverse stakeholder groups - including Vision 2015 Summit participants and others</li><li>• Four locations across district</li><li>• Online interactive forum</li></ul>
May 15-16	Board Retreat
May 26	Board Work Session – Discuss and refine outcomes of Board Retreat
June-August	Staff Develops Initial Draft of Vision 2020 – Using Board direction and stakeholder input
August 28	Board Work Session – Review and response to initial draft of Vision 2020
Aug - Sep	Staff finalizes Vision 2020 edits – Based on Board direction
September	Public & Stakeholder input – Provide opportunity for review and comment
Sep 28	Recommendation for Board to approve Vision 2020 Strategic Plan

# Cradle to Career

## Louisville Metro Plan for Lifelong Learning

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CONVENER

METRICS FOR POTENTIAL ACTION NETWORKS

FUNDERS

OUTCOMES

### Cradle to Career: Louisville

**CITYWIDE ACCOUNTABILITY FOR CRADLE-TO-CAREER SYSTEM**  
(Semiannual Convening by the Mayor to provide connectivity across system)

#### KEY

MUW – Metro United Way  
JCPS – Jefferson County  
Public Schools  
55K – 55,000 Degrees  
CI – Louisville Metro Civic  
Innovation

MUW

JCPS

55K

CI

#### Early Care and Education/ Kindergarten Readiness

**GOAL: 77% of Kindergarten students will enter ready for school by 2020**

Increase the number of children involved in quality early care settings and education programs and experiences  
Increase the quality of early care and education programs  
Increase parents' and caregivers' knowledge of and involvement in helping their children become ready for kindergarten

Adults have the capabilities to ensure children are prepared

#### K-12 Success

**GOAL: All students graduate prepared**

Increase student proficiency in every subject  
Increase percent of students graduating to 90% by 2020

School ready

Increase extended learning opportunities (i.e. OST programming)  
Increase percent of graduates that are college or career ready to 70% by 2020  
Increase percent of graduates going to college to 85% by 2020

#### High School to Postsecondary Transition and Completion

**GOAL: 40% of working age adults holds bachelor's degree or higher and 10% holds associates degree by 2020**

Create college-going and completion culture  
Increase college readiness

College ready

Use business leverage, particularly to increase adult enrollment and completion  
Increase access and affordability  
Increase persistence and completion

#### 21<sup>st</sup> Century Workforce and Talent

**GOAL: Improve median annual wages to top half of peer cities by 2020**

Improve labor market intelligence to gather & communicate key economic and jobs trend data  
Increase pipeline of skilled employees to regional employers

Increase training, apprenticeships, and education programs that lead to high growth jobs at or above living wage

Skills to launch career

Create a culture that supports career pathways from high school to postsecondary education to workplace  
Improve capacity

to connect qualified job seekers to the best jobs  
Career that supports thriving family

Build adult capabilities to improve outcomes for children

Curriculum and experiences that provide real world relevance

Campaign funds, donors & foundations

Local, state & federal

Foundations

Foundations

Increased: ✓ school readiness ✓ high school graduation rates ✓ college/career readiness ✓ postsecondary success ✓ innovation ✓ employment

Revised 12/16/14

Effective 1/5/2015, you can contact Katie Dailinger, Deputy Chief of Staff, Office of Mayor Greg Fischer, [Katie.dailinger@louisvilleky.gov](mailto:Katie.dailinger@louisvilleky.gov), (502) 574-2003 for more information.