Vision 2020 Strategic Plan: Areas of Priority

Priority: Develop, and guide our schools to implement, a broader definition of student learning, achievement and college/career/life readiness

Goal: Improve cognitive and non-cognitive learning of all students to succeed at college, career, community and life.

Strategies:
- Design and personalize learning environments, learning experiences, and assessments.
- Imbed non-cognitive teaching and learning into curriculum maps.
- Develop an operational definition of learning.
- Redesign professional learning for teachers, staff and school leaders to incorporate growth mindset in staff, thereby incorporating a growth mindset in students.

Priority: Develop the capacity of our professional school staff

Goal: Create a system that develops the capacity of educators to teach higher order thinking skills and authentically assesses content knowledge, capacities, skills and dispositions.

Strategies:
- Diagnosis of challenges to deeper teaching and learning; research of teacher perceptions (growth mindset or something else?).
- Teacher hiring process (capacity, dispositions).
- Professional learning for teachers (PLCs with other districts, etc.).
- Create kid-focused, collaborative time for growth (professional development, innovative ways to use time in school day, scheduling).
- Develop deep implementation of EGS (an EGS system; inquiry + more).

Priority: Early childhood education / third grade reading pledge and early literacy

Goal: All third-graders reading on level by the end of third grade.

Strategies:
- Provide extended learning opportunities for early childhood education and primary students not reading on grade level.
- Develop benchmarks to diagnose along the way.
- Develop, refine, rollout capacity to implement instructional strategies.
- Prioritize placement of ECE, ESL, etc. Create a five-year facilities plan. Direct relationship to equity.
- Develop a plan to recruit for early childhood education professionals (First Steps, infant classes, etc.).

Priority: Encircle each child with supports

Goal: Ensure each school fosters an environment that creates a sense of belonging, teaches replacement behaviors, responds to the behavioral and therapeutic needs of students, ensures students health and medical needs are met and works collaboratively and proactively with community partners to create a positive, equitable environment for all students resulting in measurable student outcomes (improved achievement, graduation rate, attendance, reduced disciplinary events and disproportionality).

Strategies:
- Empower community and parents.
- Equitable access in providing the needs of students, parents, and staff by identifying resources (partnerships); accessing existing programs to determine effectiveness; and utilizing only those programs that have demonstrated effectiveness.
- Implementation of Cultural Responsive Teaching.
- Five-year facilities plan for equitable access for all programs.

Priority: Achieve equity

Goal: To intentionally immerse the definition of equity, its importance, and its effective use in every aspect of JCPS.

Strategies:
- Five year plan to sustain/add programs to address equity.
- Provide language appropriate communication for families (i.e., Board Policy). One single-source translation; systemic communication to all stakeholders.
- Use research to inform planning and reduce inequity.
- Address inequity in the classroom. Focus on differentiated learning (inclusion, building the environment, good customer service for every student and parent).

Priority: Develop a culture of high performing teams

Goal: All JCPS employees are a member of a high performing team.

Strategies:
- Create the "JCPS Way." Define what we mean by high performing teams and roles/purpose of individuals and teams. Hold all team members accountable/responsible for team goals.
- Provide leadership development (effective coaches).
- Provide time and training to ensure employees are committed to high performing teams.

Develop the infrastructure

Goal: Maintain and sustain adequate and equitable infrastructure that can achieve the district's mission, vision and goals.

Strategies:
- Understand and articulate the "current state."
- Provide funding that meets the need.
- Define "adequate." What does it take to effectively do what we claim to want to do *or* what can we do at current funding levels.
- If we are not there, create a plan to get there (with funding to support) *or* make plans to meet "adequate" with current funding.

Priority: Culture of Service & Excellence

Goal:. Use technology and world class best practice to expand access to JCPS information and services and provide responsive service to students, parents and families.

Straegies:
- External Facing World Class "311"System
  - Create a single point of entry that can handle all inquiries relating to JCPS during the hours, and in the formats, modalities and languages, that support JCPS customers.
  - Create a knowledge base system containing standard JCPS information and FAQ's
- Develop Customer Service Training and Protocols for "front line" employees.
- Clear, Transparent Processes and Communication
  - Use the new JCPS website& app to provide clear, transparent explanations of JCPS processes
  - Create standard internal and external communications protocols.
- Standardized Process for Internal Support
  - Use one standard way to request services from central office departments
- Customer Needs Survey / Customer Feedback Conduct a customer needs survey to inform the work of the above recommendations

Priority: Technology Innovation & Performance Improvement

Goal: Modernize and standardize technology across JCPS to educate all students with 21st Century skills to support student success and efficient operations.

Strategies:
- Technology Roadmap Tied to Mission and Goals
  - Strategic three-year Technology blueprint that defines the technology foundation, vision, leadership and support for JCPS in the use of technology to achieve its academic and operational goals.
- Innovation Mechanism /Partnerships
  - Create an innovation mechanism where new technologies will be tested, evaluated, and shared for possible use within JCPS.
  - Develop partnerships with resources within the public and private sectors.

- Technology Infrastructure for Changing the Way We Teach (pedagogy)
  - In order to educate our students with 21st century skills and provide a foundation for personalized learning, JCPS needs to have a technology infrastructure which supports adoption of new technologies and removes barriers for students, parents, and staff. This infrastructure must have the flexibility to incorporate and support emerging technologies.
  - An Innovation Team made up of a core group of School Technology Coordinators (STCs), Administrators, Classroom Teachers, and Students will be selected to evaluate and provide feedback on these new technologies.

Priority: Expanded Access to and Participation in Public Choice System

Goal: Use technology and world-class best practice to expand access to our public choice system and increase participation by underrepresented parts of our community.

Strategies:
- Clear, Transparent Processes and Communication
  - Provide consumer intelligence to make informed choices, including a Predictability Tool and Market Basket Analysis
  - Create standard internal and external communications protocols
- Easily Understood Application and Selection Process
  - One-Stop "common app" streamlined application
  - Transparent and well-articulated selection processes
- Retain and value Louisville's commitment to diverse, heterogeneous schools – but deliver on it through choice for a far higher percentage of students
- Customer Service Training and Protocols
  - Develop customer service protocols and conduct customer service training for "front line" employees.
- Customer Needs Survey / Customer Feedback
  - Conduct a customer needs survey to inform the work of the above recommendations