

Board Approval Requested for 11/23/2015

DRAFT — Strategic Plan: Vision 2020

VISION

All Jefferson County Public School students graduate prepared, empowered, and inspired to reach their full potential and contribute as thoughtful, responsible citizens of our **diverse**, shared world.

MISSION

To challenge and engage each learner to grow through effective teaching and meaningful experiences within caring, supportive environments.

CORE VALUES

- Caring – All JCPS children are nurtured as if they are our own.
- Equity – All students receive an education that gives them what they need to thrive through differentiated supports focused on removing social factors as a predictor of success.
- Excellence – Empowering people to lead, create, and innovate is essential to creating a culture of excellence.
- Respect – All students, staff, and families are treated with dignity and respect as members of a safe and welcoming learning community.
- Individuality – Children learn differently and require personalized approaches to learning.
- Diversity – Our diversity is a strength — differences of each are assets of the whole.
- Opportunity – Effective teaching is the most powerful tool for engaging and motivating students to reach their full potential.
- Creativity – The ability to create, innovate, and solve challenging problems are critical skills for educators and children to develop and employ in teaching and learning.
- Collaboration – Relationships, cooperation, and partnerships among students, staff, families, and community are fundamental to the success of our students.
- Stewardship – Adults model integrity, respect, and responsibility through mindful stewardship of talents, resources, and time.

OVERVIEW: FOCUS AREAS & GOALS

LEARNING, GROWTH, AND DEVELOPMENT

- Deeper Learning

INCREASING CAPACITY AND IMPROVING CULTURE

- Professional Capacity in Teachers and Leaders
- High-Performing Teams

IMPROVING INFRASTRUCTURE AND INTEGRATING SYSTEMS

- Infrastructure Improvements
- Communications, Engagement, and Access to Information
- Technology for Learning and Operations
- Access to Public School Choice

FOCUS AREA: LEARNING, GROWTH, AND DEVELOPMENT

GOAL: DEEPER LEARNING

Each student will progress toward mastery of both academic standards and the capacities and dispositions necessary for success in college, career, community, and life.

STRATEGIES:

Strategy 1.1.1

Adopt a broader definition of learning: Align teaching strategies, assessments, and rigorous learning opportunities that promote student mastery of academic knowledge and the development of the capacities (e.g. creativity, critical thinking, self-regulation) and dispositions (e.g. persistence, empathy, responsibility) necessary for success in life.

Strategy 1.1.2

Personalize learning: Design personalized and engaging learning environments and experiences in all content areas for each student to facilitate mastery of academic standards and the development of learner capacities and dispositions.

Strategy 1.1.3

Provide equitable access: Develop and improve systems and practices to recognize student strengths and provide equitable access to engaging learning opportunities, supports, and resources.

Strategy 1.1.4

Reduce, revise, and refine assessments: Develop a balanced district and school-level assessment system in collaboration with teachers that is grounded in the broader definition of student learning that: mandates fewer and broader assessments; builds teacher capacity in assessment literacy including the development and use of formative, authentic, project- and performance-based assessments; and reduces reliance on standardized, multiple-choice tests.

Strategy 1.1.5

Improve student literacy: Develop and implement a comprehensive strategy focused on early intervention that has as its goal that all primary program students are reading on grade level by the end of the third grade and that students struggling with literacy beyond the third grade in elementary school, middle school, and high school make progress toward reading and writing proficiency, to include: improved reading and writing instruction using research or evidence-based strategies and best practice; extended learning; and strategies to increase educational stability and continuity of supports for highly mobile students.

Strategy 1.1.6

Strengthen early childhood education: Create a comprehensive early childhood education plan to significantly increase kindergarten readiness that addresses the improvement and expansion of JCPS programs; recruitment, retention, and professional development of educators; expansion of summer kindergarten readiness camps; community partnerships; and communications, support and outreach to parents and caregivers.

Strategy 1.1.7

Eliminate achievement, learning, and opportunity gaps: Establish the elimination of gaps in educational outcomes for students in the Non-Duplicated Gap Group (African-American, Hispanic, Native American, With Disability, Free/Reduced Price Meals, Limited English Proficiency) as a fundamental objective of the district. , This objective is to be pursued through the development and implementation of research or evidence-based strategies and best practices at the district, school, and classroom level, including differentiated resources and targeted strategies to increase student success, such as the Males of Color Initiative, and the Closing Minority Gaps through AP Enrollment and Support Program.

Strategy 1.1.8

Strengthen Middle Schools: Develop and implement district and school-level plans to improve the rigor and engagement of teaching and learning at middle schools so that students are well-prepared for the transition to high school.

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FOCUS AREA: INCREASING CAPACITY AND IMPROVING CULTURE

GOAL: PROFESSIONAL CAPACITY IN TEACHERS AND LEADERS

Increase the capacity of our professional school staff to create engaging, rigorous learning opportunities for students to progress in academic achievement and the development of the learner capacities and dispositions necessary for success in life.

STRATEGIES:

Strategy 2.1.1

Personalized deeper learning: Implement the Educator Growth System (EGS) with integrity across the district to increase educator capacity to provide personalized instruction and to engage students in deeper learning aligned with the curriculum in collaboration with the Jefferson County Teachers Association (JCTA), Jefferson County Association of School Administrators (JCASA), postsecondary institutions, and the Kentucky Department of Education.

Strategy 2.1.2

Cultivate growth mindset: Use research or evidence-based strategies and best practice to increase the capacity of teachers, staff, and school leaders to create a growth mindset in each student and recognize student strengths.

Strategy 2.1.3

Improve culture and climate: Use research or evidence-based strategies and best practice to improve district, school, and classroom culture and climate to ensure that all students and staff work and learn in a safe, respectful, and equitable environment.

FOCUS AREA: INCREASING CAPACITY AND IMPROVING CULTURE

GOAL: HIGH-PERFORMING TEAMS AND PROFESSIONAL LEARNING COMMUNITIES

Develop a culture of high-performing teams throughout the district that fosters collaboration, innovation, creativity, and continuous improvement. Such teams include Professional Learning Communities (PLCs), as well as teams across all sectors district and school operations.

STRATEGIES:

Strategy 2.2.1

Define high-performing teams: Define a districtwide way of working in high-performing teams developed in collaboration with certified and classified staff, the associations that represent them, and school and district leaders that creates a common aspiration for collegial, mutually accountable accomplishment of goals.

Strategy 2.2.2

Build capacity of PLCs: Improve professional practice and design deeper learning opportunities through PLCs that leads to shared ownership of student success.

Strategy 2.2.3

Increase and deepen professional learning: Provide time and professional learning opportunities for certified staff and classified staff to learn together, plan, and reflect upon and improve professional practice so that employees are equipped and empowered to function as high-performing teams.

Strategy 2.2.4

Develop leaders: Provide research or evidence-based strategies and best practice leadership-development opportunities and meaningful, actionable feedback to school and district staff to create a large cadre of effective leaders and peer coaches.

FOCUS AREA: IMPROVING INFRASTRUCTURE AND INTEGRATING SYSTEMS

GOAL: INFRASTRUCTURE IMPROVEMENTS

Improve and sustain infrastructures - physical, instructional, and human resources- essential to providing safe, resourced, supported, and equipped schools.

STRATEGIES:

Strategy 3.1.1

Improve physical infrastructure: Create a comprehensive needs assessment and five-year strategic infrastructure plan that identifies the current state of the district's infrastructure, projects the long-term needs aligned with strategic priorities, and prioritizes investment and implementation taking into account safety, equity, impact on student learning, impact on system performance, and available funding.

Strategy 3.1.2

Improve instructional infrastructure: Develop and implement a transparent and accessible districtwide plan to address school needs for instructional resources and district supports that differentiates for individual school needs, identifies the funding required, and prioritizes implementation based on equity, adequacy, and needs, including the needs of students making transitions from one school setting to another.

Strategy 3.1.3

Improve human resources infrastructure: Develop and implement a responsive, time-sensitive educator recruitment and placement process that: identifies, hires, and assigns teachers and administrators with the capacities, skills and dispositions necessary for effective teaching and learning; targets recruitment to fill high-need positions; identifies and hires a diverse workforce; and places and retains teachers in schools taking into account teacher experience and student needs.

Strategy 3.1.4

Ensure responsible stewardship of resources: Based on comprehensive needs assessments, determine the necessary funding to improve adequate and equitable infrastructures, to include a systematic review of current expenditures for performance optimization, opportunities for cost containment, and maximizing impact on student learning.

FOCUS AREA: IMPROVING INFRASTRUCTURE AND INTEGRATING SYSTEMS

GOAL: COMMUNICATIONS, ENGAGEMENT AND ACCESS TO INFORMATION

Improve communication systems and expand access to JCPS information and responsive services by using technology and world class best practices to build and strengthen relationships with families, stakeholders, and the community.

STRATEGIES:

Strategy 3.2.1

Engage with families: Invite parents and caregivers to participate in life of their child's school and the educational growth of their child through a process of meaningful and mutual communication and engagement focused on improving the learning environment and experiences at school and at home.

Strategy 3.2.2

Improve and standardize external systems: Develop and implement clear, transparent processes and communications protocols to increase reach to and improve access by all stakeholders, including:

- Creating a 311 system as a single point of entry to handle all inquiries;
- Developing customer service training and protocols for front-line employees; and
- Creating a new JCPS website and information applications for mobile devices.

Strategy 3.2.3

Improve and standardize internal systems: Create a standardized process for requesting services from Central Office departments, leading to increased efficiency.

Strategy 3.2.4

Listen and respond to stakeholders: Develop and implement regular, systemic processes and structures to identify, understand, and respond to stakeholder needs.

FOCUS AREA: IMPROVING INFRASTRUCTURE AND INTEGRATING SYSTEMS

GOAL: TECHNOLOGY FOR LEARNING AND OPERATIONS

Continue to maintain, standardize, and deploy modern technology across JCPS to educate all students with twenty-first century skills and to support student success and efficient operations.

STRATEGIES:

Strategy 3.3.1

Create a technology roadmap: Create a three year strategic technology roadmap that defines and clearly communicates the technology foundation and the vision, leadership, and support need in order for JCPS in to achieve its academic and operational goals.

Strategy 3.3.2

Harness innovation: Develop and implement an innovation mechanism that creates and leverages public-private innovation partnerships by which new technologies will be tested, evaluated, and shared by an Innovation Team made up of a core group of school technology coordinators (STCs), administrators, classroom teachers, and students.

Strategy 3.3.3

Optimize technology usage: Enhance technology infrastructure to facilitate the adoption of new and emerging technologies to educate our students with twenty-first century skills, provide a foundation for personalized learning, remove barriers to learning, and ensure equitable access to technology-enhanced learning opportunities.

FOCUS AREA: IMPROVING INFRASTRUCTURE AND INTEGRATING SYSTEMS

GOAL: ACCESS TO PUBLIC SCHOOL CHOICE

Pursue values of parent choice and diversity by expanding access to our public choice system and increasing participation using technology and world-class best practices.

STRATEGIES:

Strategy 3.4.1

Improve communications: - Develop, implement, and refine clear, transparent processes and communications protocols using consumer intelligence and market analysis, including a school choice predictability tool, so that families understand their options and choices.

Strategy 3.4.2

Improve processes: Develop and implement an easily understood school application and selection process.

Strategy 3.4.3

Provide customer service training: Develop and implement customer service training and protocols for frontline employees based on identified customer needs.

Strategy 3.4.4

Empower families: Develop and implement a customer-friendly communications and outreach plan designed to empower all families and caregivers to actively participate in the JCPS school choice system.

Strategy 3.4.5

Reduce student mobility: Provide greater stability and educational continuity by creating a logistics and communications plan to enable more students whose families move during the school year to remain at their current school.