



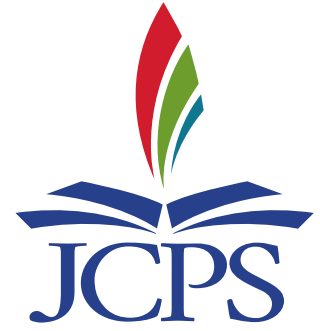
Vision 2020 Metrics:

Building Coherence and Demonstrating Progress

**Jefferson County Board of
Education Work Session
March 7, 2017**

Vision 2020

Work Session Purposes



Purpose:

- ☐ What do we measure now?
- ☐ Where do we want to go?
- ☐ Gain feedback on general direction.

Non-Purpose:

- ☐ Change Vision 2020 goals and strategies.
- ☐ Add, delete, word-smith individual metrics linked to Division work plans.

Vision 2020: The Foundation



What are we trying to do?

How will we know it's working?

FOCUS AREAS

► Learning, Growth, and Development

► Increasing Capacity and Improving Culture

► Improving Infrastructure and Integrating Systems

GOALS

- Deeper Learning
- Professional Capacity in Teachers and Leaders
- High-Performing Teams
- Infrastructure Improvements
- Communications, Engagement, and Access to Information
- Technology for Learning and Operations
- Access to Public School Choice?

STRATEGIES

- 1.1.1 Adopt a broader definition of learning
- 1.1.2 Personalize learning
- 1.1.3 Provide equitable access
- 1.1.4 Reduce, revise, and refine assessments
- 1.1.5 Improve student literacy
- 1.1.6 Strengthen early childhood education
- 1.1.7 Eliminate achievement, learning, and opportunity gaps
- 2.1.1 Personalize deeper learning
- 2.1.2 Cultivate growth mindset
- 2.1.3 Improve culture and climate
- 2.2.1 Define high-performing teams
- 2.2.2 Build capacity of PLCs
- 2.2.3 Increase and deepen professional learning
- 2.2.4 Develop leaders
- 3.1.1 Improve physical infrastructure
- 3.1.2 Improve instructional infrastructure
- 3.1.3 Improve human resources infrastructure
- 3.1.4 Ensure responsible stewardship of resources
- 3.2.1 Engage with families
- 3.2.3 Improve and standardize internal systems
- 3.2.4 Listen and respond to stakeholders
- 3.3.1 Create a technology road map
- 3.3.2 Harness innovation
- 3.3.3 Optimize technology usage
- 3.4.1 Improve communications
- 3.4.2 Improve processes
- 3.4.3 Provide customer-service training
- 3.4.4 Empower families
- 3.4.5 Reduce student mobility

KEY METRICS

Targets:

1. High school graduation
2. Graduates ready for college/career
3. Capacities and dispositions

Leading Indicators:

1. Academic proficiency
2. Novice reduction
3. Closing the gap
4. Kindergarten readiness
5. Primary grade reading
6. 3rd grade reading proficiency
7. Equitable access
8. Equitable outcomes
9. Priority schools

Targets:

1. Effective educators
2. Capacities/dispositions

Leading Indicators:

1. Professional responsibilities
2. Personalized learning
3. Culture and climate
4. Behavior and discipline
5. Family involvement

Targets:

1. Effective teams
2. Effective PLCs
3. Effective leaders

Leading Indicators:

1. Time and PD measures
2. High-performing teams
3. Team goals and roles

Targets:

1. Physical infrastructure
2. Instructional infrastructure
3. Human resources: highly qualified
4. Human resources: minority recruitment
5. Teacher hiring

Leading Indicators:

1. Strategic infrastructure plan
2. Instructional infrastructure plan
3. Early hires

Targets:

1. Customer satisfaction
2. Access to information

Leading Indicators:

1. Parent/caregiver satisfaction
2. Employee training
3. Issue resolution
4. Response time

Targets:

1. Technology usage for teaching and learning
2. Student learning

Leading Indicators:

1. Teacher training
2. Return on investment

Targets:

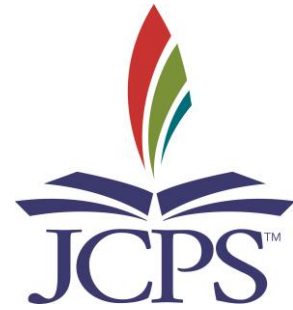
1. Choice access overall
2. Choice access-gap
3. On-time kindergarten applications

Leading Indicators:

1. Employee training
2. Parent/caregiver satisfaction
3. Student mobility

Vision 2020

Going deeper



Align initiatives and work plans

FOCUS AREAS	GOALS	STRATEGIES	KEY METRICS
▶ Learning, Growth, and Development	• Deeper Learning	1.1.1 Adopt a master definition of learning 1.1.2 Personalize learning 1.1.3 Provide equitable access 1.1.4 Measure, track, and refine assessment 1.1.5 Improve student literacy 1.1.6 Engage in and increase education 1.1.7 Enhance achievement, learning, and engagement goals	Targets: 1. High school graduation 2. Student readiness for college/career 3. Literacy levels 4. Student growth 5. Student achievement 6. Student engagement 7. Student learning 8. Student achievement 9. Student learning 10. Student achievement 11. Student learning 12. Student achievement 13. Student learning 14. Student achievement 15. Student learning 16. Student achievement 17. Student learning 18. Student achievement 19. Student learning 20. Student achievement 21. Student learning 22. Student achievement 23. Student learning 24. Student achievement 25. Student learning 26. Student achievement 27. Student learning 28. Student achievement 29. Student learning 30. Student achievement 31. Student learning 32. Student achievement 33. Student learning 34. Student achievement 35. Student learning 36. Student achievement 37. Student learning 38. Student achievement 39. Student learning 40. Student achievement 41. Student learning 42. Student achievement 43. Student learning 44. Student achievement 45. Student learning 46. Student achievement 47. Student learning 48. Student achievement 49. Student learning 50. Student achievement 51. Student learning 52. Student achievement 53. Student learning 54. Student achievement 55. Student learning 56. Student achievement 57. Student learning 58. Student achievement 59. Student learning 60. Student achievement 61. Student learning 62. Student achievement 63. Student learning 64. Student achievement 65. Student learning 66. Student achievement 67. Student learning 68. Student achievement 69. Student learning 70. Student achievement 71. Student learning 72. Student achievement 73. Student learning 74. Student achievement 75. Student learning 76. Student achievement 77. Student learning 78. Student achievement 79. Student learning 80. Student achievement 81. Student learning 82. Student achievement 83. Student learning 84. Student achievement 85. Student learning 86. Student achievement 87. Student learning 88. Student achievement 89. Student learning 90. Student achievement 91. Student learning 92. Student achievement 93. Student learning 94. Student achievement 95. Student learning 96. Student achievement 97. Student learning 98. Student achievement 99. Student learning 100. Student achievement
▶ Increasing Capacity and Improving Culture	• Professional Capacity in Teachers and Leaders • High-Performing Teams	2.1.1 Personalize deeper learning 2.1.2 Cultivate growth mindset 2.1.3 Improve culture and climate 2.2.1 Define high-performing teams 2.2.2 Build capacity of PLCs 2.2.3 Increase and deepen professional learning 2.2.4 Develop leaders	Targets: 1. Effective educators 2. Effective leaders 3. Effective PLCs 4. Effective teams 5. Effective PLCs 6. Effective teams 7. Effective PLCs 8. Effective teams 9. Effective PLCs 10. Effective teams 11. Effective PLCs 12. Effective teams 13. Effective PLCs 14. Effective teams 15. Effective PLCs 16. Effective teams 17. Effective PLCs 18. Effective teams 19. Effective PLCs 20. Effective teams 21. Effective PLCs 22. Effective teams 23. Effective PLCs 24. Effective teams 25. Effective PLCs 26. Effective teams 27. Effective PLCs 28. Effective teams 29. Effective PLCs 30. Effective teams 31. Effective PLCs 32. Effective teams 33. Effective PLCs 34. Effective teams 35. Effective PLCs 36. Effective teams 37. Effective PLCs 38. Effective teams 39. Effective PLCs 40. Effective teams 41. Effective PLCs 42. Effective teams 43. Effective PLCs 44. Effective teams 45. Effective PLCs 46. Effective teams 47. Effective PLCs 48. Effective teams 49. Effective PLCs 50. Effective teams 51. Effective PLCs 52. Effective teams 53. Effective PLCs 54. Effective teams 55. Effective PLCs 56. Effective teams 57. Effective PLCs 58. Effective teams 59. Effective PLCs 60. Effective teams 61. Effective PLCs 62. Effective teams 63. Effective PLCs 64. Effective teams 65. Effective PLCs 66. Effective teams 67. Effective PLCs 68. Effective teams 69. Effective PLCs 70. Effective teams 71. Effective PLCs 72. Effective teams 73. Effective PLCs 74. Effective teams 75. Effective PLCs 76. Effective teams 77. Effective PLCs 78. Effective teams 79. Effective PLCs 80. Effective teams 81. Effective PLCs 82. Effective teams 83. Effective PLCs 84. Effective teams 85. Effective PLCs 86. Effective teams 87. Effective PLCs 88. Effective teams 89. Effective PLCs 90. Effective teams 91. Effective PLCs 92. Effective teams 93. Effective PLCs 94. Effective teams 95. Effective PLCs 96. Effective teams 97. Effective PLCs 98. Effective teams 99. Effective PLCs 100. Effective teams
▶ Improving Infrastructure and Integrating Systems	• Infrastructure Improvements • Communications, Engagement, and Access to Information • Technology for Learning and Operations	3.1.1 Improve physical infrastructure 3.1.2 Improve instructional infrastructure 3.1.3 Improve human resources infrastructure 3.1.4 Develop responsible stewardship of resources 3.2.1 Engage with families 3.2.2 Promote and standardize internal systems 3.2.4 Listen and respond to stakeholders 3.3.1 Create a technology road map 3.3.2 Harness innovation 3.3.3 Optimize technology usage	Targets: 1. Physical infrastructure 2. Instructional infrastructure 3. Human resources 4. High-quality, equitable, and sustainable infrastructure 5. Family engagement 6. Internal systems 7. Stakeholder engagement 8. Technology infrastructure 9. Innovation 10. Technology usage 11. Physical infrastructure 12. Instructional infrastructure 13. Human resources 14. High-quality, equitable, and sustainable infrastructure 15. Family engagement 16. Internal systems 17. Stakeholder engagement 18. Technology infrastructure 19. Innovation 20. Technology usage 21. Physical infrastructure 22. Instructional infrastructure 23. Human resources 24. High-quality, equitable, and sustainable infrastructure 25. Family engagement 26. Internal systems 27. Stakeholder engagement 28. Technology infrastructure 29. Innovation 30. Technology usage 31. Physical infrastructure 32. Instructional infrastructure 33. Human resources 34. High-quality, equitable, and sustainable infrastructure 35. Family engagement 36. Internal systems 37. Stakeholder engagement 38. Technology infrastructure 39. Innovation 40. Technology usage 41. Physical infrastructure 42. Instructional infrastructure 43. Human resources 44. High-quality, equitable, and sustainable infrastructure 45. Family engagement 46. Internal systems 47. Stakeholder engagement 48. Technology infrastructure 49. Innovation 50. Technology usage 51. Physical infrastructure 52. Instructional infrastructure 53. Human resources 54. High-quality, equitable, and sustainable infrastructure 55. Family engagement 56. Internal systems 57. Stakeholder engagement 58. Technology infrastructure 59. Innovation 60. Technology usage 61. Physical infrastructure 62. Instructional infrastructure 63. Human resources 64. High-quality, equitable, and sustainable infrastructure 65. Family engagement 66. Internal systems 67. Stakeholder engagement 68. Technology infrastructure 69. Innovation 70. Technology usage 71. Physical infrastructure 72. Instructional infrastructure 73. Human resources 74. High-quality, equitable, and sustainable infrastructure 75. Family engagement 76. Internal systems 77. Stakeholder engagement 78. Technology infrastructure 79. Innovation 80. Technology usage 81. Physical infrastructure 82. Instructional infrastructure 83. Human resources 84. High-quality, equitable, and sustainable infrastructure 85. Family engagement 86. Internal systems 87. Stakeholder engagement 88. Technology infrastructure 89. Innovation 90. Technology usage 91. Physical infrastructure 92. Instructional infrastructure 93. Human resources 94. High-quality, equitable, and sustainable infrastructure 95. Family engagement 96. Internal systems 97. Stakeholder engagement 98. Technology infrastructure 99. Innovation 100. Technology usage

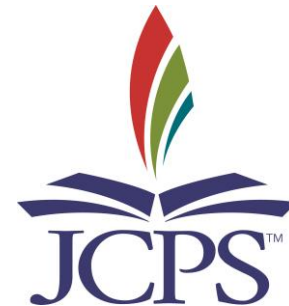
Identify:
 ✓ Progress metrics
 ✓ Trajectories

Time
 Annual | 6-mo | Quarter

Type
 Learning
 Professional
 Community
 Organizational performance

Vision 2020

Going deeper



Identify:

- ✓ Progress metrics
- ✓ Trajectories

Time

Annual | 6-mo | Quarter

Type

Learning

Professional

Community

Organizational performance

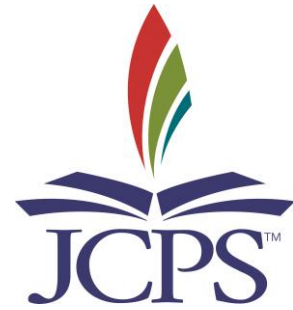
Focus Area: Learning, Growth, and Development

Goal: Deeper Learning

Strategy Owners	Description	Possible Metric(s)	16-17 Target	Source	Cycle	Metric Owner
TARGETS						
Dossett, Herring, Marshall	1. High school graduation: Increase the Four-Year Adjusted Cohort Graduation Rate from 79.0 percent in 2015 to 93.0 percent in 2020.	4 Year Cohort Rate	84.7	KDE School Report Card	Annual	Dossett
Dossett, Herring, Marshall	2. Graduates ready for college and career: Increase the percentage of students who are college- and career-ready from 63.0 percent in 2015 to 90.0 percent in 2020.	% College/ Career Ready	70.5	KDE School Report Card	Annual	Dossett
Dossett, Herring, Marshall	3. Capacities and dispositions: Increase the percentage of students demonstrating the capacities and dispositions necessary for success in life (Definitions and measures to be developed in 2015-16. Baseline 2016-17*).	Piloting 10 items	Baseline	JCPS CSS	Annual	Dossett
LEADING INDICATORS						
Dossett, Herring, Marshall	1. Academic proficiency: Meet the Kentucky Department of Education (KDE) annual delivery targets for increasing the percentage of students scoring Proficient or Distinguished in all content areas.	KDE Delivery Target - %PD by Content Area (All students)	RD – 61.1, 59.3, 66.2 MA - 58.8, 54.0, 58.0	KDE School Report Card	Annual	Dossett
Dossett, Herring, Marshall	2. Novice reduction: Meet the KDE annual delivery targets for decreasing the percentage of Gap students scoring Novice in reading and math.	% Novice by Content Area (Gap students) – 10% annual decrease	RD – 30.7, 35.6, 44.7 MA - 23.1, 29.7, 20.4	KDE School Report Card	Annual	Dossett

Vision 2020

Going deeper



Cross-functional
goal reviews

Budget
cycles

Align initiatives
and work plans

Identify:
✓ Progress metrics
✓ Trajectories

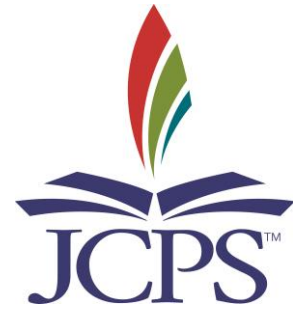
Planning &
evaluation

FOCUS AREAS	GOALS	STRATEGIES	KEY METRICS
<p>▶ Learning, Growth, and Development</p>	<ul style="list-style-type: none"> • Deeper Learning 	<p>1.1.1 Adopt a broader definition of learning</p> <p>1.1.2 Personalize learning</p> <p>1.1.3 Provide multiple access</p> <p>1.1.5 Improve student literacy</p> <p>1.1.6 Strengthen early childhood education</p> <p>1.1.7 Estimate achievement, learning, and opportunity gaps</p>	<p>Targets:</p> <ol style="list-style-type: none"> 1. High school graduation 2. Academic proficiency 3. College and career readiness for college/career 4. Knowledge/learning 5. Primary grade learning 6. 3rd grade reading 7. Equitable outcomes 8. Equitable outcomes 9. Equity schools <p>Leading Indicators:</p> <ol style="list-style-type: none"> 1. Academic proficiency 2. Knowledge/learning 3. College and career readiness 4. Knowledge/learning 5. Primary grade learning 6. 3rd grade reading 7. Equitable outcomes 8. Equitable outcomes 9. Equity schools
<p>▶ Increasing Capacity and Improving Culture</p>	<ul style="list-style-type: none"> • Professional Capacity in Teachers and Leaders • High-Performing Teams 	<p>2.1.1 Personalize deeper learning</p> <p>2.1.2 Cultivate growth mindset</p> <p>2.1.3 Improve culture and climate</p> <p>2.2.1 Define high-performing teams</p> <p>2.2.2 Build capacity of PLCs</p> <p>2.2.3 Increase and deepen professional learning</p> <p>2.2.4 Develop leaders</p>	<p>Targets:</p> <ol style="list-style-type: none"> 1. Effective educators 2. Effective PLCs 3. Effective leaders <p>Leading Indicators:</p> <ol style="list-style-type: none"> 1. Professional responsiveness 2. Professional learning 3. Culture and climate 4. Behavior and discipline 5. Family involvement
<p>▶ Improving Infrastructure and Integrating Systems</p>	<ul style="list-style-type: none"> • Infrastructure Improvements • Communications, Engagement, and Access to Information • Technology for Learning and Operations 	<p>3.1.1 Improve physical infrastructure</p> <p>3.1.2 Improve instructional infrastructure</p> <p>3.1.3 Improve human resources infrastructure</p> <p>3.1.4 Ensure responsive stewardship of resources</p> <p>3.2.1 Engage with families</p> <p>3.2.3 Improve and standardize internal systems</p> <p>3.2.4 Listen and respond to stakeholders</p> <p>3.3.1 Create a technology road map</p> <p>3.3.2 Increase innovation</p> <p>3.3.3 Optimize technology usage</p>	<p>Targets:</p> <ol style="list-style-type: none"> 1. Physical infrastructure 2. Instructional infrastructure 3. Human resources 4. Human resources 5. Human resources 6. Teacher hiring <p>Leading Indicators:</p> <ol style="list-style-type: none"> 1. Strategic infrastructure plan 2. Instructional infrastructure plan 3. Early hires <p>Targets:</p> <ol style="list-style-type: none"> 1. Customer satisfaction 2. Access to information <p>Leading Indicators:</p> <ol style="list-style-type: none"> 1. Family/counselor satisfaction 2. Employee training 3. Equity schools 4. Response time

Core Processes

Vision 2020

How will we know it's working?



Key Work Plan Improvement Areas

☐ Coherence between work, goals, and leading indicators

Shared understanding of purpose

Periodic goal cross-functional reviews

☐ Evidence of progress

Most current monitoring based on annual events/data

Additional evidences and methods