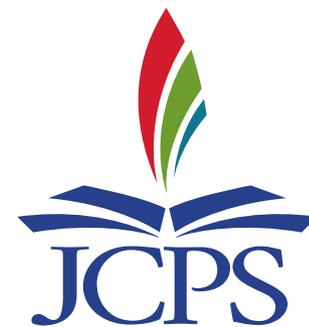


Vision 2020 Metrics: Building Coherence and Demonstrating Progress

**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

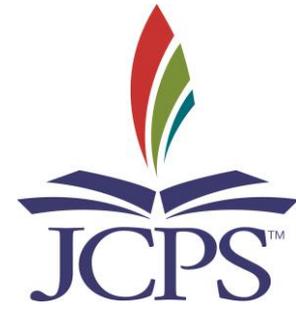
- 1.1.1 Adopt a broader definition of learning
- 1.1.2 Personalize learning
- 1.1.3 Provide equitable access
- 1.1.4 Reduce, revise, and refine assessments
- 1.1.5 Improve student literacy
- 1.1.6 Strengthen early childhood education
- 1.1.7 Eliminate achievement, learning, and opportunity gaps
- 2.1.1 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 responsibility
 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
<ul style="list-style-type: none"> ▶ Learning, Growth, and Development 	<ul style="list-style-type: none"> • Deeper Learning 	<ul style="list-style-type: none"> 1.1.1 Adopt a learner definition of learning 1.1.2 Personalize learning 1.1.3 Provide equitable access 1.1.4 Measure, track, and refine outcomes 1.1.5 Improve student literacy 1.1.6 Engage in early childhood education 1.1.7 Eliminate achievement, learning, and opportunity gaps 	<ul style="list-style-type: none"> Targets: <ol style="list-style-type: none"> High school graduation College-ready or dual-enrollment Identifiable and measurable Leading Indicators: <ol style="list-style-type: none"> Personalized learning Teacher reduction Classroom climate Professional development Primary grade reading proficiency 47% more reading proficiency Equitable access Equitable outcomes Priority schools
<ul style="list-style-type: none"> ▶ Increasing Capacity and Improving Culture 	<ul style="list-style-type: none"> • Professional Capacity in Teachers and Leaders • High-Performing Teams 	<ul style="list-style-type: none"> 2.1.1 Personalize deeper learning 2.1.2 Culture growth mindset 2.1.3 Improve culture and climate 2.2.1 Define high-performing teams 2.2.2 Build capacity in PLCs 2.2.3 Increase and deepen professional learning 2.2.4 Develop leaders 	<ul style="list-style-type: none"> Targets: <ol style="list-style-type: none"> Effective evaluation Identifiable Measurable Leading Indicators: <ol style="list-style-type: none"> Professional responsibilities Professional learning Culture and climate Equity and discipline Family involvement Targets: <ol style="list-style-type: none"> Effective teams Effective PLCs Effective leaders Leading Indicators: <ol style="list-style-type: none"> Time and 10 measures High-performing teams Team goals and sets
<ul style="list-style-type: none"> ▶ Improving Infrastructure and Integrating Systems 	<ul style="list-style-type: none"> • Infrastructure Improvements • Communications, Engagement, and Access to Information • Technology for Learning and Operations 	<ul style="list-style-type: none"> 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 3.2.2 Promote and standardize internal systems 3.2.4 Listen and respond to stakeholders 3.3.1 Create a learning-ready fleet 3.3.2 Maximize innovation 3.3.3 Optimize technology usage 	<ul style="list-style-type: none"> Targets: <ol style="list-style-type: none"> Physical infrastructure Instructional Human resources Highly available, timely, consistent, mostly synchronous learning Leading Indicators: <ol style="list-style-type: none"> Strategic infrastructure plan Instructional effectiveness Early times Targets: <ol style="list-style-type: none"> Customer satisfaction Assets to optimization Leading Indicators: <ol style="list-style-type: none"> Family caregiver Employee training Asset utilization Response time Targets: <ol style="list-style-type: none"> Learning-ready fleet Hardware usage for learning and teaching Student learning Leading Indicators: <ol style="list-style-type: none"> Device training Lesson on effectiveness

Identify:
 ✓ Progress metrics
 ✓ Trajectories

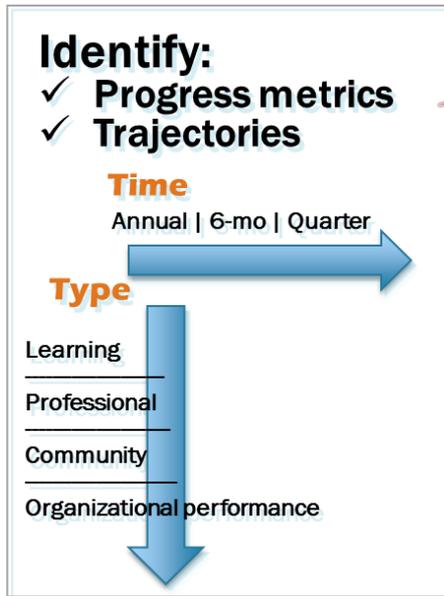
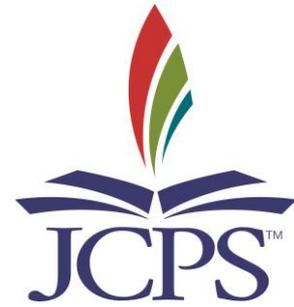
Time
 Annual | 6-mo | Quarter

Type

Learning
 Professional
 Community
 Organizational performance

Vision 2020

Going deeper

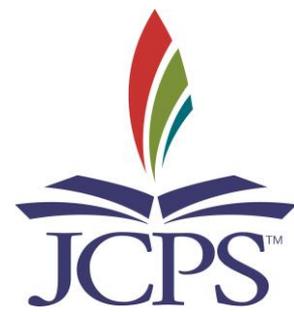


Focus Area: Learning, Growth, and Development
Goal: Deeper Learning

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

Refine

Align initiatives and work plans

Identify:
 ✓ Progress metrics
 ✓ Trajectories

FOCUS AREAS	GOALS	STRATEGIES	KEY METRICS
<ul style="list-style-type: none"> ▶ Learning, Growth, and Development 	<ul style="list-style-type: none"> • Deeper Learning 	<ul style="list-style-type: none"> 1.1.1 Adopt a broader definition of learning 1.1.2 Personalize learning 1.1.3 Provide explicit access 1.1.4 Increase rigor and challenge 1.1.5 Improve student literacy 1.1.6 Strengthen early intensive education 1.1.7 Estimate achievement, learning, and opportunity gaps 	<p>Targets:</p> <ol style="list-style-type: none"> High school graduation College readiness for college/career College and career dispositions <p>Leading Indicators:</p> <ol style="list-style-type: none"> Academic proficiency Course taking Attendance Home/garden readiness Primary grade reading 3rd grade reading indicators Equitable outcomes Early school
<ul style="list-style-type: none"> ▶ Increasing Capacity and Improving Culture 	<ul style="list-style-type: none"> • Professional Capacity in Teachers and Leaders • High-Performing Teams 	<ul style="list-style-type: none"> 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 	<p>Targets:</p> <ol style="list-style-type: none"> Effective educators Capacity Dispositions <p>Leading Indicators:</p> <ol style="list-style-type: none"> Professional responsiveness Personalized learning Culture and climate Behavior and discipline Family involvement <p>Targets:</p> <ol style="list-style-type: none"> Effective teams Effective PLCs Effective leaders <p>Leading Indicators:</p> <ol style="list-style-type: none"> Time and PLC focused High-performing teams Team goals and roles
<ul style="list-style-type: none"> ▶ Improving Infrastructure and Integrating Systems 	<ul style="list-style-type: none"> • Infrastructure Improvements • Communications, Engagement, and Access to Information • Technology for Learning and Operations 	<ul style="list-style-type: none"> 3.1.1 Improve physical infrastructure 3.1.2 Improve instructional infrastructure 3.1.3 Improve human resources infrastructure 3.1.4 Ensure responsive 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 Pursue innovation 3.3.3 Optimize technology usage 	<p>Targets:</p> <ol style="list-style-type: none"> Physical infrastructure Instructional infrastructure Human resources Highly qualified human resources Humanly resourced Teacher hiring <p>Leading Indicators:</p> <ol style="list-style-type: none"> Strategic infrastructure plan Instructional infrastructure plan Early hires <p>Targets:</p> <ol style="list-style-type: none"> Customer satisfaction Access to information <p>Leading Indicators:</p> <ol style="list-style-type: none"> Parent/caregiver satisfaction Employee training Issue resolution Response time <p>Targets:</p> <ol style="list-style-type: none"> Technology usage for teaching and learning Student learning <p>Leading Indicators:</p> <ol style="list-style-type: none"> Teacher training Return on investment

Planning & evaluation

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