Type	Goal	Objective	Methodology
Proficiency	1. Proficiency: By the end of the 2022-2023 school year, Jefferson County Public Schools will reach their goals for percentage of students Proficient/Distinguished in combined Reading/Math from 43.1% in 17-18 to 55.1% in 2023.	1.1 Proficiency: By the end of the 2018-2019 school year, Jefferson County Public Schools will increase the average %Proficient/Distinguished in combined Reading/Math to 45.5%.	Cut the distance to 100% proficiency in half by 2030 based on 2017-2018 baseline data
Gap	2. Gap: By the end of the 2022-2023 school year, JCPS will reach their goals for percentage Proficient/Distinguished in combined Reading/Math for the all the groups of students we serve (40.8% African American, 51.1% Hispanic, 74.6% Asian, 32.5% LEP, 46.3% FRL, 65.5% White, and 32.5% ECE).	2.1. Gap: By the end of the 2018-2019 , JCPS will reach their goals for percentage Proficient/Distinguished in combined Reading/Math for the all the groups of students we serve (28.4% African American, 40.7% Hispanic, 69.4% Asian, 18.5% LEP, 35.1% FRL, 58.3% White, and 18.5% ECE)	Cut the distance to 100% proficiency in half by 2030 based on 2017-2018 baseline data
Growth	3. Growth: By the end of the 2022-2023 school year, our district will increase the percentage of students meeting their expected growth 60% in Reading and Math as measured by MAP (baseline in 2017-2018 was 43% met growth in Reading and Math)	3.1 By the end of the 2018-2019 school year, 50% of students will meet their expected Fall to Spring growth in Reading and Math as measured by MAP.	Local Measure
Transition Readiness	4. Transition Readiness: By the end of the 2022-2023 school year, JCPS will increase the percentage of students that are college and career ready to 61%.	4.1 Transition Readiness: By the end of the 2018-2019 school year, JCPS will increase the percentage of students that are college and career ready to 52%.	Cut the distance to 100% CCR in half by 2030 based on 2017-2018 baseline data
Graduation	5. Graduation: By the end of the 2022-2023 school year, JCPS will increase the graduation rate to 90%	5.1 Graduation: By the end of 2018-2019, JCPS will increase the graduation rate to 85%.	Local Context
Culture and Climate	6. Culture and Climate: By the end of the 2022-2023 school year, JCPS will increase the average percent satisfaction with their school/department across all role groups to 90%.	6.1 By end of the 2018-2019 school year, JCPS will increase the average percent satisfaction with their own school/department, across all role groups, to 85%	Local Measure
Separate Academic Indicator	7. Separate Academic Indicator: By the end of the 2022-2023 school year, Jefferson County Public Schools will reach increase their Separate Academic Index from 57.9 to 68.0	7.1 By end of the 2018-2019 school year, Jefferson County Public Schools will reach increase their Separate Academic Index from 57.9 to 60.0	Cut the distance to 100 in half by 2030 based on 2017-2018 baseline data

KDE Goal & Key Core Work Processes	Strategy (Vision 2020)	#	Action	Measure of Success (Long Term Outcomes)	Progress Monitoring (Process/ Short-term Metrics)	Funding (Key 18-19 investments)	Start Date	End Date	Persons Responsible
Proficiency, Gap, Growth, Transition Readiness, Separate Academic Indicator (KCWP 2, 5, 6)	1.1.1. Adopt a broader definition of deeper learning, 1.1.2 Personalize learning, 1.1.3 Provide equitable access, 3.3.2 Harness innovation, 3.3.3 Optimize technology usage	1	**Backpack of Skills:** Identify, implement and support Backpack of Skills: (1) What do students need to be able to do? (2) What experiences will get them there? (3) How will they demonstrate skills?	Improved literacy and numeracy skills Increased college and career readiness rates Increased graduation rate Improved NAEP	% of students with evidence of success skills in their digital portfolio % of classrooms implementing and meeting high-quality deeper learning principles % of students meeting literacy and numeracy benchmarks as measured by MAP	$ 1,156,486.00	08/01/2018	12/31/2019	Coleman, Horton, Belcher
Transition Readiness (KCWP 1, 2, 5)	1.1.2 Personalize learning,1.1.6 Strengthen early childhood, 1.1.7 Eliminate achievement, learning, and opportunity gaps	2	**Transition Readiness Continuum:** Define and monitor transition readiness of critical skills needed at key points in student development; provide various supports for students not transition ready, including extended learning time.	Decreased 9th grade dropout rates Increased transition ready Increased graduation rate Increased college and career readiness rates Increased college-going rate	% of 5th, 8th, and 12th grade students meeting defense/capstone requirements % of students on track to graduate % kindergarten ready (Brigance) % of students participating in extended learning % meeting growth on MAP in literacy and numeracy	$ 14,721,734	08/01/2018	12/31/2019	Coleman, Rogers, Smith
Proficiency, Gap, Growth (KCWPs 2, 3 and 4)	1.1.4 Reduce, revise, and refine assessments, 2.1.2 Cultivate growth mindset	3	**Authentic Assessment System:** Meaningfully assess student learning and provide feedback throughout the school year to adjust instruction and interventions to meet the needs of each student.	Increased student-led conferences presenting goals, work, and assessment outcomes. Increased quality of work in student digital portfolios Increased transition ready	% of educators trained in assessment literacy % of educators adjusting instruction based on formative assessment data % student engagement on CSS % of schools implementing multiple demonstrations of learning	$ 1,260,000	08/01/2018	12/31/2019	Coleman, Smith

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Transition Readiness, Graduation (KCWP 1)	1.1.2 Personalize learning, 1.1.5 Improve student literacy	4	**Personalized and Engaging Learning Environments:** Provide students with quality and engaging educational programs, relevant career-focused experiences, and comprehensive support services by personalizing learning environments, transforming the alternative schools and expanding and monitoring the Academies of Louisville model.	Decreased dropout and retention Increased college and career readiness rates Increased graduation rate Decreased suspension and behavioral referrals	% student sense of belonging and engagement on CSS # of suspensions and behavior referrals Absenteeism/ attendance rates % of students enrolled in Advanced coursework	$ 3,223,500	08/01/2018	12/31/2019	Coleman, Rogers, Deferrari
Transition Readiness, Graduation (KCWP 5)	1.1.2 Personalize learning, 1.1.3 Provide equitable access	5	**Community Partnerships:** Leverage community partners to provide equitable personalized learning experiences and targeted support for students	Decreased dropout and retention Increased college and career readiness rates Increased graduation rate	# of Academies of Louisville business partnership reports % of students participating in work-based experiences % of students with dual credit	$ 3,223,500	08/01/2018	12/31/2019	Coleman, Rogers

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Gap, Growth (KCWP 5, 6)	2.1.2 Cultivate growth mindset, 2.1.3 Improve culture and climate, 1.1.2 Personalize learning, 1.1.7 Eliminate achievement, learning, and opportunity gaps	6	**Meaningful Relationships:** Advocate practices that improve engagement, belonging, and empowerment for students, staff, and families.	Improved teacher and staff retention Decreased disproportionality in suspensions	% sense of belonging, engagement, and voice across stakeholder groups from the CSS % positive ratings on teacher and school leadership items from the TELL survey	$ 5,476,758	07/01/2018	12/31/2019	Coleman, Deferrari, Adams

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Proficiency, Gap, Growth, Separate Academic Indicator (KCWP 5, 6)	2.1.1. Personalize deeper learning, 2.2.2 Build capacity of PLCs	7	**Professional Deeper Learning (Teacher Backpack):** Develop a professional learning system that provides common understanding of deeper learning and deeper learners constructs with clear exemplars to improve shared understanding districtwide.	Increased number of teachers with microcredentials in personalizing instruction Increased quality exhibitions and defenses across schools	% of educators with professional learning experiences in deeper learning % of students with evidence of success skills in their digital portfolio	$ 1,310,000	07/01/2018	12/31/2019	Coleman, Smith
Proficiency, Gap, Growth, Separate Academic Indicator (KCWP 5, 6)	2.1.1. Personalize deeper learning, 2.2.2 Build capacity of PLCs	8	**Transformed Instructional Core:** Implement an aligned instructional core (i.e., standards, curriculum, instruction, and assessment frameworks, and grading practices) and professional development system to create deeper learning experiences for all students.	Improved literacy and numeracy skills and growth Increased transition readiness Increased quality of work in student digital portfolios	% of educators trained in deeper learning strategies % educators implementing deeper learning experiences measured by observations Passing rates in gateway courses (e.g., English I, Algebra I) measured through grades	$ 1,028,514	07/30/2018	12/31/2019	Coleman, Smith

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Gap, Growth	3.2.1 Engage with families, 3.2.2 improve and standardize external systems	9	**Family Engagement**: Improve outreach so families can have more access points to engage in their students' educational experiences.	Increased student attendance Reduced chronic absenteeism Increased transition readiness	% parental login to digital portfolio platform and parent portal % parent satisfaction, sense of belonging, and engagement from the CSS	$ 780,000	09/01/2018	12/31/2019	Coleman, Marshall, Deferrari
Proficiency, Gap, Growth (KCWP 6)	2.1.3 Improve culture and climate, 2.2.1 Define high-performing teams	10	**High Performing Teams**: Provide learning opportunities for educators to learn together, plan, and reflect upon and improve professional practice.	Increased teacher retention Increased minority educator staffing	% positive ratings on teacher and school leadership items from the TELL survey % educator sense of belonging and satisfaction from the CSS	$ 5,212,040	07/30/2018	12/31/2019	Adams, Horton

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Proficiency, Culture and Climate (KCWP 1, 2, 5)	1.1.6 Strengthen early childhood, 1.1.7 Eliminate achievement, learning, and opportunity gaps, 3.2.3 Improve and standardize internal systems	11	**Coherent Systems and Processes**: Implement common performance management practices, processes, and routines focused on (1) reviewing current data related to strategic goals, (2) defining actions that will improve data to meet goals, (3) conducting systematic reviews of district corrective action plans, and (4) supporting schools in their development of systems to support a healthy learning environment	Improved district star ratings on state accountability Reduced number of CSI/TSI schools Removal of corrective action status. Renewed accreditation status	Regular cycle of review of strategies/targets and gap to goal analysis at Cabinet meeting, school leadership team meeting, and Board meeting as demonstrated by agenda/minutes. % central office satisfaction ratings	$ 3,621,734	08/01/2018	12/31/2019	Dossett, Horton
Proficiency, Gap, Growth, Culture and Climate (KCWP 5, 6)	1.1.7 Eliminate achievement, learning, and opportunity gaps, 3.1.3 Improve human resources infrastructure	12	**Racial Equity Policy:** Implement JCPS Racial Equity Policy and monitor plans districtwide.	Reduced disproportionality in behavior referrals, suspensions, and ECE placements Reduced achievement gaps through increased proficiency and growth in literacy and numeracy among students of color	% of central office departments and schools implementing at least one strategy for achieving and maintaining racial educational equity, aligned with the system-wide plan as evidenced by the Equity Scorecard metrics Increased enrichment opportunities for students of color	$ 1,834,087	05/01/2018	12/31/2019	Marshall, Horton, Coleman, Hardin, Belcher, Raisor, Dossett, Murphy, Adams, Dennes, Brown

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Gap, Growth (KCWP 1, 2, 5)	1.1.3 Provide equitable access,, 1.1.7 Eliminate achievement, learning, and opportunity gaps, 3.3.2 Harness innovation	13	**School Redesign and Innovation:** Support turnaround efforts to implement evidence-based and innovative systems of support	Improved school star ratings on state accountability Reduced CSI/TSI schools	% funding for CSI/TSI schools	$ 3,615,819	08/01/2018	12/31/2019	Horton, Meyer, Hartstern, Leffert, Weston, Dillard, Baete
Gap, Growth (KCWP 4, 5)	3.1.4 Ensure responsible stewardship of resources, 3.2.2 Improve and standardize external systems, 3.2.3 Improve and standardize internal systems, 3.2.4 Listen and respond to stakeholders, 3.3.1 Create a technology roadmap	14	**Improved School Supports:** Equitably align resource allocation with strategic priorities for physical, instructional, and human resource infrastructure in ways that meet student learning needs.	Improved teacher and staff retention Improved literacy and numeracy skills	% instructional and non-instructional school staffing % NBCT in the classroom % of schools in High Growth category in literacy and numeracy (MAP) % of schools in High Achievement category in literacy and numeracy (MAP)	$ 5,496,803	08/01/2018	12/31/2019	Horton, Raisor, Adams, Coleman, Hardin

KDE Goal & Key Core Work Processes	Strategy (Vision 2020)	#	Action	Measure of Success (Long Term Outcomes)	Progress Monitoring (Process/ Short-term Metrics)	Funding (Key 18-19 investments)	Start Date	End Date	Persons Responsible
Culture and Climate	1.1.7 Eliminate achievement, learning, and opportunity gaps, 3.1.1 Improve physical infrastructure, 3.1.2 Improve instructional infrastructure (KCWP 2, 5, 6)	15	**Modernized Facilities Plan:** Develop a facilities planning process to address the most critical three-year consumer and renovation needs.	Improved facility conditions index for quintile 4 schools Increased early childhood centers Increased new buildings	% spending on critical maintenance needs	$ 77,114,659	08/01/2018	12/31/2019	Raisor
Culture and Climate (KCWP 5)	3.3.2 Harness innovation, 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	16	**School Choice Plan**: Clarify, restructure, and expand choice programs to better meet student and family needs.	Accepted charter applications with high rubric scores. Positive performance metrics for charter schools Improved JCPS market share Improved quality of magnets	% satisfaction with schools Approved systems for application, evaluation, and monitoring of charters, alternative programs, and magnet programs.	$ 796,000	07/01/2018	12/31/2019	Horton, Blausey

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Transition Readiness, Graduation (KCWP 5, 6)	1.1.2 Personalize learning, 1.1.7 Eliminate achievement, learning, and opportunity gaps, 2.1.2 Cultivate growth mindset, 3.2.1 Engage with families, 3.4.4 Empower families	17	**Louisville Promise:** Engage in a community-wide development of a system infrastructure to support each student in post-secondary success	Improved college and career readiness rates Improved graduation rates Increased transition readiness	Louisville Promise data analytics reports	$ 300,000	07/01/2018	12/31/2019	Dossett, Lowe