



Goal 1: Student Learning and Progress

Objective 1.1: Districtwide student proficiency on Kentucky Summative Assessment will increase to 30% to 70% P/D in Reading by May 2028.

Objective 1.2: Districtwide student proficiency on Kentucky Summative Assessment will increase to 20% to 60% P/D in Math by May 2028.

Evidence: Low test scores

Strategies	Resources	Lead CIPS staff Person	Community Report Card
Quality Control of Curriculum	Funds for Quality Control Team Work- \$60,000 (Title 1 Funds) Scheduled times during school year to make adjustments based on feedback	Assistant Superintendent for Learning Support Director of Curriculum and Instruction	Curriculum
Explicit Direct Instruction - High Impact Teaching Strategies	Equivalency Days built into student calendar Embedded Professional Development Daily planning time	Assistant Superintendent for Learning Support Director of Curriculum and Instruction	KSA results Brigance ACT Curriculum Based Measures ACCESS
Balanced Assessment System	Balanced Assessment System - \$450,000	Assistant Superintendent for Learning Support Director of Curriculum and Instruction District Assessment Coordinator	KSA results Brigance ACT Curriculum Based Measures ACCESS



District Leadership School Learning Walk Visits	N/A	Assistant Superintendent for Learning Support	
Objective 1.3: By May 2028, average ACT score will meet benchmark in reading, math and science.			
Evidence: Consistently low ACT scores			
Strategies	Resources	Lead CIPS staff Person	Community Report Card
ACT practice will be provided for students through Mastery Prep in grades 9th, 10th, and 11th. - Students will take first Mastery Prep ACT practice test in the final semester of 9th grade. This will be used to determine an improvement plan for all students. - All sophomores will take a Mastery Prep ACT practice test in the first semester and the ACT in the second semester - All juniors will take final Mastery Prep practice test at the end of the first semester.	Mastery Prep Costs for Administering ACT in 10th grade	High School Principal High School Counselors Secondary Director Director of Curriculum and Instruction	ACT Scores
ACT data will be monitored, analyzed, and next steps	Mastery Prep Data ACT Data	High School Principal High School Counselors	ACT Scores



created for all students on a regular basis all year.	Time for Analysis	Secondary Director Director of Curriculum and Instruction	
ACT data will be analyzed by high school teachers, school leaders, coaches, and district level leaders on an annual basis.	Mastery Prep Data ACT Data Time for Analysis	High School Principal High School Counselors Secondary Director Director of Curriculum and Instruction	ACT Scores
Objective 1.4: Kindergarten readiness as measured by Brigance Testing will increase from 32% of students ready for kindergarten to 57% by November 2027.			
Evidence: Low number of students entering Covington Schools as kindergarten ready. The more prepared children are both academically and emotionally for kindergarten, the more successful learners they will become. The first few years are critical to help young children navigate and transition to a variety of settings and situations, while developing their emotional skills.			
Strategies	Resources	Lead CIPS staff Person	Community Report Card
Curriculum Development at the Preschool Level	\$3,600 per year	Assistant Superintendent, James E. James E. Biggs Preschool I-Team Leadership and James E. James E. Biggs Preschool Teachers	Curriculum Brigance Scores
Head Start Collaboration	Monthly Meetings	James E. James E. James E. Biggs Preschool Principal, Special Education Director and Head Start Leaders	Brigance Scores
Covington Child Care Outreach - CIPS staff members will connect with local child care centers to provide education resources and supplies.	.2 FTE TI Funds - \$18,807.46	Literacy Coach at James E. James E. Biggs Preschool supports child care outreach, Kindergarten Readiness and Kindergarten Transition	Brigance Scores



Family Events: To promote kindergarten readiness by providing family events that support learning at home, promote regional services for early learning support, and promote kindergarten registration	TI PI Funds, ARP Preschool Funds – \$400 per school = \$2400 total	FRC Coordinators, Elementary Principals, Director of Student and Family Engagement, James E. James E. Biggs Preschool Principal, TI Instructional Support, District Enrollment Center	Family Engagement Data
Objective 1.5: By August 2026, all students in Covington Public Schools will have access to a comprehensive and sequential arts education that includes electives and extracurricular opportunities in each of the distinct artistic disciplines: visual and media arts, dance, drama, and music.			
Evidence: Multiple research studies support the notion that students who engage in the study of the arts perform better in math, reading, and writing.			
Strategies	Resources	Lead CIPS staff Person	Community Report Card
Create a committee to develop a long term plan to create a fully enriched arts program Kindergarten-12 including staffing, costs and programming	N/A	Director of Curriculum and Instruction Arts Lead for Elementary/Middle/High	Enriched Arts Program
Develop sequential arts education curriculums in each discipline	\$60,000 for teacher leads and other teachers developing curriculum	Director of Curriculum and Instruction Arts Lead for Elementary/Middle/High	Arts Education Curriculum
Hire certified teachers at all levels in all schools to provide art education in each discipline.	10 FTE = \$650,000	School Principals Site Based Decision Making Councils	Number of students participating Hired Arts Education Teachers



Recruit and retain students with an interest or potential in all four arts disciplines	N/A	High School Counselors Arts Teachers-Elementary, Middle and High School	Course offerings Number of students participating
Objective 1.6: Continue development of a robust Multi-Tiered Support System framework including academic, social emotional, and behavioral success.			
Evidence: Low test scores in sub groups.			
Strategies	Resources	Lead CIPS staff Person	Community Report Card
Implement a coordinated Response To Intervention (RTI) system to address reading and math	7 Academic Interventionists – \$665,000 2 MTSS Coordinators - \$190,000	Assistant Superintendents	Curriculum Based Measures
Assess each school's implementation of Safe & Civil Schools' <i>Foundations</i> (school wide Positive Behavior Supports) processes and practices and Response to Intervention process and practices.	N/A	Assistant Superintendent for Student Support Services School Administrators	Disaggregated Discipline Data
Provided targeted professional development and coaching for schools needing support on <i>Foundations</i> implementation	\$25,000 - PD and stipends as needed.	Assistant Superintendent for Student Support Services School Administrators District Behavior Specialist	Disaggregated Discipline Data
Shore up Tier 3 behavioral interventions using a variety of strategies such as FBAs and BIPs, School-Based Mental	\$12,000 - adoption and training of evidence-based programming.	Assistant Superintendent for Student Support Services School Administrators District Behavior Specialist	Disaggregated Discipline Data



Health Counseling and other evidence-based interventions			
District Team provides training resources to schools, including a train-the-trainer option so that schools build capacity to continue training in tiered interventions as new staff are added to their building.	Resources on site. \$5,000 - training	Assistant Superintendent for Student Support Services School Administrators District Behavior Specialist	Disaggregated Discipline Data
Train staff in trauma-informed & resiliency-oriented practices.	\$5,000 - EILA, PD credit or staff stipends as needed.	Assistant Superintendent for Student Support Services School Administrators District Behavior Specialist	Disaggregated Discipline Data
Provide trauma impact and support services information to parents and community partners at family and community events.	\$2,500	Assistant Superintendent for Student Support Services School Administrators District Behavior Specialist	N/A
Objective 1.7 - Improve overall Student Wellbeing as identified in the KIP survey and School Climate survey through a comprehensive system that is responsive to the whole child.			
Evidence - Kentucky Incentive for Prevention Survey (KIP) and School Climate Survey			
Strategies	Resources	Lead CIPS staff Person	Community Report Card
Assess each school's coverage from community-based mental health providers.	N/A	Assistant Superintendent for Student Support Services	School Climate Survey Results KIP Results
Increase support from community-based mental health providers as indicated.	N/A	Assistant Superintendent for Student Support Services	School Climate Survey Results KIP Results



Assess schools' needs for specific bullying prevention strategies and activities	N/A	Assistant Superintendent for Student Support Services District Behavior Specialist School Administrators	Disaggregated Discipline Data
Implement specific bullying-prevention strategies/programs at identified schools.	\$5,000	Assistant Superintendent for Student Support Services District Behavior Specialist School Counselors	Disaggregated Discipline Data
Implement evidence-based social emotional strategies/ programs at all schools	\$12,000 - adoption and training of evidence-based programming.	Assistant Superintendent for Student Support Services District Behavior Specialist School Counselors School Psychologists	Disaggregated Discipline Data
Implement Drug Free Schools at Holmes Middle Schools and Holmes High School	\$30,000 year	Middle and High School Principals/Counselors	KIP Survey Results
Objective 1.8: The percentage of students who graduate college and career ready will increase from 45% to 75% by May 2027 according to the Kentucky Accountability System.			
Evidence: Not enough students graduate high school in Covington college and career ready. Career readiness education is critical in schools because it prepares students for life after college as they begin their careers, equipping them with the skills necessary to navigate the workforce. According to the U.S. Chamber of Commerce Foundation, career readiness skills, or what they refer to as transferable or employability skills, "provide students with a competitive edge during interviews and internships for current and future careers" and "can differentiate a good employee from a great one." These critical skills, not often made a priority in schools, give students the edge they need to land jobs.			
Strategies	Resources	Lead CIPS staff Person	Community Report Card
Quality Control of Curriculum	Funds for Quality Control Team Work- \$30,000 (Title 1 Funds)	Director of Curriculum and Instruction High School Principal Instructional Coaches- HHS	Curriculum Postsecondary readiness scores



	Scheduled times during school year to make adjustments based on feedback	Middle School Principal Instructional Coaches- HMS Teachers	
Align Career Technical Education offerings to industry needs to ensure suitable pathways for students	N/A	Assistant Superintendent for Learning Support Secondary Director Director of Curriculum and Instruction Career and Technical Education Advisory Group Career and Technical Education Administrator Career and Technical Education Coach Post-Secondary Partners	Pathways Offerings Postsecondary readiness scores Number of students enrolled in CTE offerings
Focus on workplace readiness skills with all students	Community Partnerships • Advisory Committees • NKADD • Work-based Mentoring sites	Assistant Superintendent for Learning Support Secondary Director Director of Curriculum and Instruction Career and Technical Education Advisory Group Career and Technical Education Administrator Career and Technical Education Coach	Postsecondary readiness scores
Increase number of dual credit offerings	\$40,000	Assistant Superintendent for Learning Support Secondary Director	Dual Credit Offerings Number of students participating



		Director of Curriculum and Instruction Career and Technical Education Advisory Group Career and Technical Education Administrator Career and Technical Education Coach	
Upgrade Chapman Building to ensure state of the art experiences for CTE Students.	\$5.4M (Local Area Vocation Education Centers grant plus 10% cash match)	Executive Director of Human Resources and Operations	
Increase work based mentoring programs for students – create referral system with administrators and staff to place students in program	1 FTE Mentoring Coordinator - \$76,000	Director of Community and Family Engagement Assistant Superintendent for Learning Support Secondary Director	Number of students enrolled in program
Objective: 1.9: Provide CIPS virtual students and families with the support and resources they need to be successful and progress through their Kentucky Academic Standards aligned online program.			
Evidence: Low test scores			
Strategies	Resources	Lead CIPS staff Person	Community Report Card
Provide guidance for our virtual teachers in order to ensure online students receive equitable access to our Kentucky Academic Standards aligned curriculum.	\$6,000- Edgenuity Training	Assistant Superintendent for Learning Support Middle and High School Administrators	KSA results Brigance ACT Curriculum Based Measures ACCESS
Provide training and guidance for our virtual teachers in	\$6,000- Edgenuity Training	Middle and High School Administrators	KSA results Brigance



order to ensure online students receive equitable access to a rigorous curriculum.		Virtual Academy Teachers	ACT Curriculum Based Measures ACCESS
Continually monitor virtual students' progress and grades with our online curriculum program- Edgenuity.	N/A	Middle and High School Administrators Virtual Academy Teachers	KSA results Brigance ACT Curriculum Based Measures ACCESS
Develop a systematic process where virtual students will be monitored on a timely basis in areas of concern.	N/A	Middle and High School Administrators Virtual Academy Teachers	KSA results Brigance ACT Curriculum Based Measures ACCESS
Provide CIPS virtual students and families with opportunities to meet and discuss the overall virtual program with our secondary leaders and other families in our virtual program.	N/A	Middle and High School Administrators Virtual Academy Teachers	KSA results Brigance ACT Curriculum Based Measures ACCESS
Objective 1.10: Annual professional development plan based on staff and student needs.			
Evidence: Low student achievement, staff turnover, staff job satisfaction. Participating in professional development courses will expose you to new ideas and perspectives-perhaps some you hadn't thought of before. A wealth of new knowledge will come from actively participating in professional development courses. Attending professional development courses will increase your expertise in your field and, as a result, build confidence in the work you do. This confidence will carry over into the classroom when you come back to your students and share what you learned. Showing that even you, the teacher, are constantly learning and are excited about it will energize your students for the lessons ahead.			
Strategies	Resources	Lead CIPS staff Person	Community Report Card



Survey staff to determine interests and self-reflected next steps	N/A	Assistant Superintendent for Learning Support Assistant Superintendent for Student Support	District Professional Development Plan
Collaborate with principals to determine staff needs	N/A	Assistant Superintendent for Learning Support Assistant Superintendent for Student Support	District Professional Development Plan
Review student academic and behavioral data to determine needed offerings	N/A	Assistant Superintendent for Learning Support Assistant Superintendent for Student Support	District Professional Development Plan
Utilize surveys after PD offerings to reflect and revise offerings to better meet staff needs	N/A	Assistant Superintendent for Learning Support Assistant Superintendent for Student Support	District Professional Development Plan
Covington Independent Public Schools Summer- PD Academy	Budget Contracts with outside speakers	Assistant Superintendent for Learning Support Assistant Superintendent for Student Support Director of Curriculum and Instruction PD Academy Team	District Professional Development Plan
Objective 1.11: Implement a two year process to assist students with post-secondary planning and preparation.			
Evidence: High school students indicate a need for additional resources and guidance to prepare for post-secondary education.			
Strategies	Resources	Lead CIPS staff Person	Community Report Card



Assign a post-secondary counselor to work with juniors and seniors to assist with post-secondary transition.	N/A	High school Administration High school counselors	National Clearinghouse Data
Create an effective communication process to inform all students and parents of upcoming events and deadlines.	N/A	High school Administration High school counselors Director of Communications and Equity	National Clearinghouse Data
Implement a college major exploration to help students learn about different opportunities at post-secondary level (career fair).	N/A	High school Administration High school counselors	National Clearinghouse Data
Utilize KHEAA with teachers and students to ensure that steps are taken each year to help prepare students for the college application process. Use the "Getting In" booklet to guide the process.	N/A	High school Administration High school counselors	National Clearinghouse Data
Post-secondary transition visits with Northern Kentucky University and Gateway Community and Technical College.	\$10,000	High school Administration High school counselors Youth Services Center Coordinator	National Clearinghouse Data
Implement family engagement nights to help parents be engaged in the post-secondary selection process.	\$2,500 - Title 1 Funds, YSC funds	High school Administration High school counselors Youth Services Center Coordinator	National Clearinghouse Data



Implement alumni round-table sessions to help senior students with transition.	\$1,200	High school Administration High school counselors Director of Community and Family Engagement CEF and TEAM Liaison	National Clearinghouse Data
Implement a college fair in September for Seniors and in spring for Juniors.	\$1,200	High school Administration High school counselors Youth Services Center Coordinator	National Clearinghouse Data
Implement college visits for area college and universities – I75 and I71 tours.	\$10,000	High school Administration High school counselors	National Clearinghouse Data
Complete FAFSA process with all senior students in October.	N/A	High school Administration High school counselors	National Clearinghouse Data
Complete on-site admissions with colleges and universities.	N/A	High school Administration High school counselors	National Clearinghouse Data
Goal 2: Diversity, Equity, Inclusion and Belonging			
Objective 2.1: Districtwide student proficiency on Kentucky Summative Assessment will increase from 30% to 70% P/D in Reading by May 2028.			
Objective 2.2: Districtwide student proficiency on Kentucky Summative Assessment will increase from 20% to 60% P/D in Math by May 2028.			
Evidence: Subgroup data			
Strategies	Resources	Lead CIPS staff Person	Community Report Card
Monitor and disaggregate data by individual student level demographics for monitoring outcomes through an equity lens	Infinite Campus - \$35,000/annually	Director of Curriculum and Instruction Equity Coordinators Director of Special Education	KSA results Brigance ACT Curriculum Based Measures ACCESS



Implement a curriculum and assessment audit through a lens of equity and cultural responsiveness	\$7,500	Director of Curriculum and Instruction Equity Coordinators Director of Special Education	Curriculum
Objective 2.3: Recruit and retain teachers of color to reflect student population.			
Evidence: Certified teacher demographics do not reflect student population demographics			
Strategies	Resources	Lead CIPS staff Person	Community Report Card
Disaggregate, monitor and report on district and school level hiring data	KDE / Frontline Hiring data	Executive Director of Operations and Human Resources	Teacher Retention Data Administrator Retention Data Equity Scorecard
Identify district and school leaders to provide guidance and support for recruitment and retention.	Bloomboard Paid Mentorships	Equity Coordinator Executive Director of Operations and Human Resources Equity Committee	Teacher Retention Data Administrator Retention Data
Expand the recruitment area to recruit teachers of color	National Advertising, reach NAACP Diversity Employment Extravaganza \$1,000 annually Frontline National K-12 jobspot \$25,000 annually	Executive Director of Operations and Human Resources	Equity Scorecard
Marketing and branding	\$10,000	Director Communications and Executive Director of Operations and Human Resources	
Create a support system for existing and new teachers of color	STEPP Grant	Executive Director of Operations and Human Resources	Teacher Retention Data Administrator Retention Data Equity Scorecard
Objective 2.4: Reduce the number of exclusionary discipline incidents with a focus on disproportionality among student groups such as racial, gender, and exceptionality.			



Evidence: Disaggregated behavior data districtwide			
Strategies	Resources	Lead CIPS staff Person	Community Report Card
Each school will review exclusionary discipline data across student groups monthly and set goals for reduction of disproportionality, in consultation with district staff	N/A	Equity Committee Assistant Superintendent for Student Support Services District Behavior Specialist Director of Special Education School Administrators	Equity Scorecard
Provide culturally responsive de-escalation strategies for staff	\$10,000	Equity Committee Assistant Superintendent for Student Support Services School Administrators	Reduction of exclusionary discipline among all student groups. Reduction in disproportionate use of exclusionary discipline.
Objective 2.5: Establish a budget that is supportive of DEI and prioritizes funding based on student academic needs and data.			
Evidence: DEI will become a priority for the district and serving students and families.			
Strategies	Resources	Lead CIPS staff Person	Community Report Card
Implement an A-ROI (Academic Return on Investment) for evaluation of the utilization of resources and the level of effectiveness for all students through an equity lens.	\$4,000	Superintendent Finance Director Equity Coordinators	Equity Scorecard
Create an annual district budget that is reflective of the data and high priority needs of all students.	N/A	CIPS board of directors Superintendent District Finance Committee Finance Director Equity Coordinators	District Annual Budget
Objective 2.6: Provide professional development that is based on training gaps and data.			



Evidence: Low test scores			
Strategies	Resources	Lead CIPS staff Person	Community Report Card
Identify professional development that is based on cultural proficiency, implicit bias, trauma-informed care and social-emotional learning	\$30,000	Assistant Superintendent, Learning Support Assistant Superintendent, Student Support Services District Equity Committee	PD Plan
Identify appropriate communication tools to disseminate professional development: District-wide Equity Institutes School-Cohort Based Models Individual School Leadership Meetings	TBD	Director of Communication Equity Coordinators	PD Plan
Develop “train the trainer” protocol to support the district’s capacity for successful, long-term implementation	TBD	School Equity Coordinators District Equity Committee	PD Plan
Identify schools and individuals who utilize best practices and highlight this work within the district for replication	TBD	Assistant Superintendent, Learning Support Assistant Superintendent, Student Support Services District Equity Committee	PD Plan
Review PD policy and dedicate a specific number of required hours to be devoted to Diversity, Equity and Inclusion.	TBD	Assistant Superintendent, Learning Support Assistant Superintendent, Student Support Services District Equity Committee	PD Plans



Goal 3: Organizational Health and Efficiency

Objective 3.1: Create a committee of districtwide leaders who will research new researched-based approaches and initiatives to create a culture of innovation and keep Covington in front of its peers.

Evidence:

Strategies	Resources	Lead CIPS staff Person	Community Report Card
Create culture or innovation committee	TBD	Superintendent, Assistant Superintendent, Learning Support Assistant Superintendent, Student Support Services	TBD
Research best-practices and emerging strategies that may be effective in Covington.	TBD	Superintendent, Assistant Superintendent, Learning Support Assistant Superintendent, Student Support Services	TBD
Provide a quarterly report of ideas, strategies, and potential initiatives to district leadership for consideration.	TBD	Superintendent, Assistant Superintendent, Learning Support Assistant Superintendent, Student Support Services	TBD

Objective 3.2: By June 2028, all CIPS elementary facilities will improve building and staff efficiency (in terms of membership capacity) from 72% to 89%.

Evidence:

- Schools are operating at 71% efficiency (in terms of membership capacity)
- Potential budget efficiency (\$961,000 minimum savings per year)

Demographic shift

Strategies	Resources	Lead CIPS staff Person	Community Report Card
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Create Master Plan Study Committee	N/A	Superintendent, Board of Education	Individual School Capacity Measure (based on student membership)
Create Master Facility Plan	Third party consultant – Required Funding TBD	Superintendent, Board of Education, Executive Director of Human Resources and Operations, Partnership with Northern Kentucky Area Development, Population Study Committee	Master Facility Plan
Complete District Facilities Plan 2023-2027	Third party consultant – Required Funding TBD	DFP Chair, Superintendent, Executive Director of Human Resources and Operations	Master Facility Plan
Identify elementary schools to serve students in the district based on master plan study and demographic shift.	N/A	Cabinet Population Study Committee	
Assess boundaries based on identified elementary schools.	N/A	Cabinet Population Study Committee	
Create communication plan to inform all stakeholders.	\$1,000	Superintendent, Executive Director of Human Resources and Operations, Director of Communication and Equity Population Study Committee	Communication Plan

Objective 3.3: Increase certified teacher retention from 75% to 85% by June 30, 2028.

Evidence: Poor teacher retention has been shown to concretely impact students in terms of scholastic performance. One Stanford University study found that students of teachers who left after one year suffered in terms of achievement gains. Another study by the University Council for Educational Administration showed that New York elementary school students who were subject to higher teacher turnover scored lower in subject areas such as math.



Strategies	Resources	Lead CIPS staff Person	Community Report Card
Create industry leading salary schedule for certified teachers.	3% - \$1,046,000 annually* 4% - \$1,400,000 annually* 5% - \$1,743,000 annually* 6% - \$2,072,000 annually* 7% - \$2,420,000 annually* *Fund 1 and Fund 2 combined	Superintendent Executive Director of Human Resources and Operations, Director of Finance Budget Committee	Revised salary schedule Teacher Retention Measures
Prioritize funding strategies for industry leading salary schedule.	3% - \$1,046,000 annually* 4% - \$1,400,000 annually* 5% - \$1,743,000 annually* 6% - \$2,072,000 annually* 7% - \$2,420,000 annually* *Fund 1 and Fund 2 combined	Superintendent Executive Director of Human Resources and Operations, Director of Finance Budget Committee	Salary schedule supported by approved annual budget
Create a support system for existing and new teachers of color	\$15,000	Equity Coordinators Principals	Opportunities provided
Create Human Resources Menu that includes retention and recruitment strategies to promote staff development: Diverse Educator Grant Bloomboard	N/A	Superintendent Executive Director of Human Resources and Operations	Human Resources Plan
Develop leadership programs within the district to grow our own talent. Participants should be reflective of district population	\$15,000	Superintendent Executive Director of Human Resources and Operations Assistant Superintendents	Administrator and Teacher Retention
Utilize third party to conduct exit interviews.	Financial amount to be determined	Superintendent	Teacher Retention Administrator Retention



		Executive Director of Human Resources and Operations Assistant Superintendents	
Respond to exit survey data to improve teacher retention.	TBD based identified strategies	Superintendent Executive Director of Human Resources and Operations Assistant Superintendents	Teacher Retention
Improve school culture and climate as measured by the Impact Working Conditions Surveys	N/A	Superintendent Assistant Superintendents Principals	Impact survey results (pull main measurements)
Objective 3.4: Improve overall staff wellness as measured by Impact Survey and staff retention.			
Evidence: Results from The 2022 Impact Kentucky Working Conditions Survey indicate that 96% of our respondents are concerned about <i>the emotional wellbeing</i> of their colleagues <i>as a result of their work</i> . Eighty-six percent reported being concerned about their own <i>emotional well-being as a result of their work</i> .			
Strategies	Resources	Lead CIPS Staff Person	Community Report Card
Promote staff wellness by reviewing staff survey data to identify causes of teacher stress and create strategies to address these within our schools.	Impact Survey	Assistant Superintendent, Student Support Services Assistant Superintendent, Learning Support School Administrators	Impact Survey Results
Provide Employee Assistance Program (outside provider) to provide direct therapeutic support to staff members at no cost to them	\$30,000 annually	Executive Director of Human Resources and Operations Assistant Superintendent, Student Support Services	Usage reported by provider



Conduct semi-annual staff surveys, similar to Impact, to assess perceptions of work-related stress.	N/A	Executive Director of Human Resources and Operations, Assistant Superintendent, Student Support Services	Survey Results
Objective 3.5: Create a Student Experience Plan to improve student retention and enrollment.			
Evidence: Students advocated for the need to make this a part of the strategic plan. Based on the 2021-2022 KDE Student Climate & Safety Survey, more than 30% of our students do not feel connected to their school. More than 35% of our students indicate that no adult would miss them if they were absent from school.			
Strategies	Resources	Lead CIPS staff Person	Community Report Card
All students will be encouraged to participate in at least one extra-curricular activity at their school.	TBD	School Administrators Mentoring Coordinators FRYSC Coordinators Student Support Staff	Participation Numbers
Every student will be connected to a positive adult at school.	TBD	School Administrators Mentoring Coordinators FRYSC Coordinators Student Support Staff	Participation Numbers
Additional opportunities will be created in our schools to build student leaders	TBD	School Administrators Mentoring Coordinators FRYSC Coordinators Student Support Staff	Participation Numbers
Objective 3.6: Maintain clean, safe and up to date facilities.			
Evidence: Students advocated for clean and updated facilities			
Strategies	Resources	Lead CIPS staff Person	Community Report Card
Use an evaluation tool to review/walkthrough school's cleanliness and upkeep to rate each school's current condition, quarterly.	N/A	Executive Director of Human Resources and Operation	TBD



Goal 4: Leadership and Accountability

Objective 4.1: Provide experiences that cultivate and improve leadership effectiveness by identifying, developing and recognizing adult leaders throughout the district.

Evidence: Low state accountability scores, low teacher retention, declining district enrollment.

Strategies	Resources	Lead CIPS staff Person	Community Report Card
Identify teacher leaders throughout the district to provide coaching, modeling and professional development to build leadership capacity within our own staff.	\$63,000/annually (General Fund)	Assistant Superintendent for Learning	Teacher retention Administrator retention KSA Assessments
Implement annual Covington Aspiring Principals Academy to create a cadre of potential administrators for seamless succession of leadership positions.	\$6,000/annually (Title 2)	Superintendent	Teacher Retention Administrator Retention
Conduct monthly leadership meetings to provide training to school leadership teams and conduct data analysis throughout the year.	\$12,000	Superintendent Assistant Superintendents Director of Curriculum	Teacher retention Administrator retention KSA Assessments
Provide job embedded training for principals on sites throughout the year from district administration	\$10,000	Superintendent Assistant Superintendents Director of Curriculum Behavior Supports	Teacher retention Administrator retention
Objective 4.2: Engage in a continuous improvement process that produces evidence, including measurable results of improving student results and professional practice.			



Evidence: Low state accountability scores, low teacher retention, declining district enrollment.			
Strategies	Resources	Lead CIPS staff Person	Community Report Card
Implement Professional Learning Communities (PLC) to collect, analyze and respond to data to inform instruction and improve student outcomes.	\$30,000	Assistant Superintendent for Student Learning Director of Curriculum and Instruction Director of Secondary	KSA results Brigance ACT Curriculum Based Measures ACCESS
Professional development in the area of system improvement for principals and leadership teams	NA		
Create a community report card to provide accountability to all stakeholders of CIPS. This report card will be a living document on the district's website homepage that is consistently updated and communicate.	TBD	Assistant Superintendent for Student Learning Director of Curriculum and Instruction Secondary Director, DAC	Community Report Card - measurements are listed in the strategic plan.
Objective 4.3: Stakeholders collectively demonstrate actions to ensure the achievement of the system's purpose and desired outcomes for learning.			
Evidence: - State Accountability Scores – Including increases in graduation rate, ACT scores, Academic/Career Ready - Climate and Safety Scores			
Strategies	Financial Resources	Lead CIPS staff Person	Community Report Card
Create a culture of high expectations and alignment to district and school goals that	N/A	Superintendent Assistant Superintendent for Learning	KSA results Brigance ACT



will enhance learning and student achievement		Assistant Superintendent for Student Support School Administrators	Curriculum Based Measures ACCESS Cognia Results
Engagement of internal and external stakeholders in a data-driven and collaborative process for continuous improvement	N/A	Assistant Superintendent for Student Learning Director of Curriculum and Instruction Director of Secondary	KSA results Brigance ACT Curriculum Based Measures ACCESS Cognia Results

Goal 5: Stakeholder Engagement and Outreach

Objective 5.1: Leverage community and stakeholder partnerships to strengthen and foster relationships with CIPS.

Evidence:

Strategies	Financial Resources	Lead CIPS staff Person	Community Report Card
Identify partners to create a community engagement framework that allows stakeholders to be engaged and accountable for the strategic plan of CIPS.	N/A	Superintendent Director of Community and Family Engagement	Engagement Framework Community Report Card
Provide engaging opportunities to the community to be partner in the educational success of our students.	N/A	Director of Community and Family Engagement	Family Engagement Data Report
Evaluate current volunteer and engagement opportunities; develop a menu of options for engagement;	N/A	Director of Community and Family Engagement	Menu of Volunteer Options Number of Volunteer Hours



communicate opportunities to partners and stakeholders.			
Develop communication plan to actively engage all stakeholders	N/A	Director of Community and Family Engagement Director of Public Relations and Communications	N/A
Objective 5.2: Increase family engagement from 65% to 90% by June 2027.			
Evidence: Focus groups and survey indicated a need, low family engagement.			
Strategies	Resources	Lead CIPS staff Person	Community Report Card
Provide robust programming in each of the six FE domains at each school, annually.	Title 1, FRYSC Parent Involvement Funds	Assistant Superintendent Director of Community and Family Engagement	Schedule of events from each school that are communicated effectively Attendance records
Implement district wide Parent University that is culturally responsive	Title 1, FRYSC Parent Involvement Funds	Assistant Superintendent Director of Community and Family Engagement	Schedule of events from each school Attendance records
Provide PD to certified and classified on effective communication strategies to engage families as partners	Title 1, FRYSC Parent Involvement Funds	Assistant Superintendent Director of Community and Family Engagement	PD schedule
Each school will earn a Family Friendly Schools endorsement through the Prichard Committee	Title 1, FRYSC Parent Involvement Funds	Assistant Superintendent Director of Community and Family Engagement	Family Friendly Certificate
Objective 5.3: Establish an engaged alumni base to help positively promote and support the school district.			
Evidence: Low alumni participation			
Strategies	Resources	Lead CIPS staff Person	Community Report Card
Identify existing alumni groups and combine efforts for	N/A	Superintendent	



strategic alignment and efficiency		Director of Community and Family Engagement Staff liaison for CEF and TEAM Foundation	
Create a framework to engage alumni in school functions, development efforts and building relationships with current students.	N/A	High School Administrators Director of Community and Family Engagement Staff liaison for CEF and TEAM Foundation	Completed framework Engage alumni
Create a speakers bureau of Holmes High School alumni to connect with current students.	N/A	High School Administrators Director of Community and Family Engagement Staff liaison for CEF and TEAM Foundation	Completed Speakers Bureau Holmes High School administrators