

**Superintendent Dr. Brian Yearwood**  
Jefferson County Public Schools  
2025-26 SY Professional Growth Plan  
**Standard 1: Strategic Leadership**

**Introduction and Context**

As Superintendent of JCPS, I recognize that our success as a district depends on aligning passion with purpose and clarity. A district's ability to sustain and accelerate student progress depends on a strong financial foundation. With significant budget adjustments ahead, fiscal stewardship must remain central to our strategic leadership. I will lead a comprehensive line-item review of expenditures and work collaboratively with leadership stakeholders to ensure that resources are strategically aligned to our highest priorities and positioned to maximize student outcomes. We bring energy and commitment to the work each day, but that energy must be focused on a clear set of priorities, amplified by systems, and resourced strategically.

JCPS is at a pivotal moment. Like many urban systems, we are navigating the aftershocks of the pandemic, staffing shortages, budgetary constraints, and safety concerns that extend far beyond the school walls. Yet within these challenges lies the opportunity to reimagine how we serve our students and community.

To anchor our work, I have identified strategic priorities: financial stability, student achievement, and school safety. These priorities are not separate initiatives; they are interconnected, mutually reinforcing, and essential to the long-term success of JCPS. **My Professional Growth Plan for Standard 1: Strategic Leadership** reflects how I will lead our district through stabilization while laying the groundwork for transformation.

**Priority One: Financial Stability**

We will establish reporting processes that give internal review members a clear understanding of both the challenges we face and the solutions we propose. I will present short- and long-term recovery recommendations to the Board and maintain open communication about the rationale guiding each realignment decision.

This work is not just about balancing the books. It is about instilling confidence that JCPS is a responsible steward of public resources and ensuring that our financial recovery sustains our long-term instructional and safety priorities.

**Priority Two: Student Achievement**

Our district's mission is to ensure academic growth for every student. A districtwide academic review will provide us with a comprehensive understanding of our instructional systems and pinpoint opportunities for improvement. These insights will guide Phase One of our Academic Acceleration Plan, with a focused priority on advancing reading growth as measured by MAP, Lexile levels, and benchmark assessments.

To set a clear expectation, we will launch the campaign: "Every Student. Every Year." This effort challenges us to ensure that every student demonstrates at least one year of academic growth annually. Through school visits and collaboration with cabinet members, administrators, and teachers, we will identify best practices that drive results.

This pillar goes beyond test scores. It is about building a strong instructional foundation where teachers engage in rigorous and relevant teaching and learning opportunities to improve student growth.

### **Priority Three: School Safety**

Safety is the foundation for learning. Students cannot learn and teachers cannot teach unless they feel secure. I will oversee a comprehensive safety review of our facilities, staffing, and policies to identify gaps and opportunities for improvement.

Partnerships with law enforcement, mental health providers, and community organizations will be strengthened to ensure a multi-layered approach. Consistent emergency preparedness protocols will be implemented in every school, and we will embed social-emotional supports that address the root causes of unsafe behaviors.

The outcome will be more than safer buildings; it will be schools where students feel a sense of belonging and where families trust that their children are cared for both academically and personally.

### **Stakeholder Engagement Across All Priorities**

Trust is the connective tissue of this work. I will hold districtwide listening sessions and school visits, culminating in a “What I Heard” report to the Board and community. Progress on financial recovery, instructional growth, and safety protocols will be reported to the school board and community.

Weekly superintendent updates will maintain a consistent flow of information, ensuring transparency and accountability. As engagement metrics increase, we will be able to demonstrate that stakeholder voices are not just heard but acted upon.

### **Expected Outcomes by June 2026**

By June 15, 2026, JCPS will have:

- A board-approved financial recovery plan with measurable deficit reduction milestones and transparent community reporting.
- An academic plan review to evaluate our current practices and determine areas for growth. Insights from this review will guide strategies that strengthen instruction, expand supports for students and teachers, and ensure measurable progress across all schools
- Safer schools will be demonstrated through updated protocols and consistent practices that foster secure learning environments.

### **Closing Reflection**

The challenges before us are significant, but they are not insurmountable. With financial stability, student achievement, and school safety as our guiding priorities, we can both stabilize the present and build for the future.

This work demands focus, courage, and persistence. By leading with transparency, listening to our community, and aligning our actions with our values, we will transform the challenges of today into the opportunities of tomorrow.