

90-DAY PLAN & BEYOND

Dr. Donna Hargens

To the JCPS Community,

This document outlines the strategic priorities that the board and I have established for my first 90 days as your superintendent. The plan includes three key themes: assess the needs of our students and schools and the performance of JCPS, initiate a long-range planning process to achieve a unified vision, and take immediate short-term actions on those things that cannot wait. It includes five strategic priorities: Student Achievement; Teamwork; Community Engagement; Retaining, Recruiting, and Training High-Quality Employees; and Fiscal and Organizational Accountability. Over the next few months and beyond, I will draw upon the relationships I establish with stakeholders of the JCPS community, and upon the talent and commitment of each of you, as we work together to move our district forward.

Jefferson County Public Schools
August 8, 2011

Revised 04/30/2012

Status:	Completed	In Progress	Not Started

GOAL #1: A FOCUS ON STUDENT ACHIEVEMENT THROUGH LEARNING AND TEACHING

STRATEGIES:

1. Analyze student achievement quality indicators, data from under-performing schools, and achievement gaps.

Actions	0-30 Days	30-60 Days	60-90 Days	Lead	Status	Comments
a. Request relevant data.	X			Hargens		
b. Communicate and post the baseline data.		X		Hargens Rodosky		Baseline Data Posted 08/26/11 KCCT Results KCCT Tables Posted 10/10/11
Actions	90-120 Days	120-150 Days	150-180 Days	Lead	Status	Comments
c. Create a visual for schools to establish a "target."				Dossett		Elem. Chart Middle Chart High Chart

2. Review/determine a course of action for under-performing schools and create a status review schedule.

Actions	0-30 Days	30-60 Days	60-90 Days	Lead	Status	Comments
a. Review the summary of four prescribed turnaround models and the impact of the implementation of each model.	X	X		Hargens Eckels		JCPS Intervention Models HB176 Intervention Options
b. Assess the impact of the current model on the PLA schools and the district.		X		Hargens Eckels		
c. Using the above data, continue the collaboration among KDE, JCPS, JCASA and JCTA to explore options to recommend to the board regarding models to use for any additional PLA schools.		X	X	Hargens Rodosky Eckels Burks		Transformation Model Timeline

Status:	Completed	In Progress	Not Started

				Ledford Dennes KDE JCTA JCASA		
d. Establish a quarterly status review/update for each PLA school.		X		Burks Ledford Dennes		Board Planning Calendar
Actions	90-120 Days	120-150 Days	150-180 Days	Lead	Status	Comments
e. <i>Read How It's Being Done, Urgent Lessons from Unexpected Schools (Chenoweth), It's Being Done, Academic Success in Unexpected Schools (Chenoweth), and Bringing School Reform to Scale, Five Award-Winning Urban Districts (Zavadsky) to "discover" key strategies used to improve student achievement.</i>				Cabinet		
f. Establish Smart Goals for each department.				Cabinet		Smart Goals
g. Identify low-performing elementary schools, including the Cohort 3 PLA schools announced on October 19.				Dennes Ledford Burks		
h. Create short-term plans for support for 2011-12.				Dennes Ledford Burks		Elementary 30-60-90-Day Plan
i. Attend the NEA conference with JCTA to complete transformation model by proposing how to integrate student growth into teacher evaluation.				JCTA Dennes Eckels		
j. Create an intervention team to support schools in having access to aligned resources that target what students need (Alignment Checklist).						

Status:	Completed	In Progress	Not Started

k. Extend the day at the target schools by adding after-school and Saturday school transportation for students who need extra time and support. (Re-purpose funds)

Dennes
Ledford
Burks
Caple

All middle schools will offer Extended School Services on Saturday and/or after school beginning January 2012.

3. Assess the current approach to continuous improvement of the learning and teaching process. Determine how the district and schools answer three essential questions and the level of district support needed to be able to effectively answer those questions:
- What should students learn?
 - How do we know if they have learned it?
 - What do we do if they have or haven't learned it?

Actions	0-30 Days	30-60 Days	60-90 Days	Lead	Status	Comments
a. Assess the level of current support for implementation of new Kentucky Core Academic Standards (KCAS), making explicit what students are to learn, the tools needed to assess whether students have learned it, and the enrichment and intervention options for students based on the data.	X			Burks Ledford Dennes Rodosky Wheat		Next Generation Learners Model 2011-12 Curriculum Maps CASCADE Smart Goals-Elementary
b. Arrange for KSBA to make a presentation to the board on the role of school boards in the new Kentucky standards and accountability system.	X			Hargens		Scheduled Board Meetings 10/26/2011 11/21/2011
c. Create a communications plan: What does the implementation of KCAS mean to students, teachers, parents and community?	X			Bateman Wheat Holt Imhoff Hargens Community		KY Core Academic Standards Senate Bill 1

Status:	Completed	In Progress	Not Started

Actions	0-30 Days	30-60 Days	60-90 Days	Lead	Status	Comments
				Members District PTA		
Actions	90-120 Days	120-150 Days	150-180 Days	Lead	Status	Comments
d. Re-purpose positions to form Team CASCADE (formative assessment team).				Rodosky Petersen Wheat		
e. Enhance the curriculum maps by adding key standards and interventions.				Wheat		

4. Conduct an external Curriculum Management Audit™, i.e., a “systems” approach to educational improvement.

Actions	0-30 Days	30-60 Days	60-90 Days	Lead	Status	Comments
a. Obtain board approval to conduct the audit.	X			Wheat		Approved 07/11/2011
b. Create a timeline for the audit.	X			Wheat		Audit Timeline Audit Schedule
c. Send documents to auditor.		X	X	Wheat		
d. Conduct sessions to educate staff and stakeholders about the purpose of the audit and the audit process.		X		Wheat		Sept. 15-16, 2011
Actions	90-120 Days	120-150 Days	150-180 Days	Lead	Status	Comments
e. Receive CMA report in January and incorporate recommended actions into the work plan.				Cabinet		Recommendation #1 released on 10/31/2011

Status:	Completed	In Progress	Not Started

5. Assess current student assignment results and recommendations.

Actions	0-30 Days	30-60 Days	60-90 Days	Lead	Status	Comments
a. Review, participate in and support opening-day plans.	X			Cabinet		
b. Review the student assignment plan.	X			Hargens		
c. Receive recommendations from Dr. Gary Orfield.	X	X		Hargens Jacobs Board		Dr. Orfield September 12, 2011
d. Work with the board to review recommendations regarding the student assignment plan.		X	X	Hargens Jacobs Board		Orfield Recommendations
e. Create structures for community input.	X			Bateman Jacobs		Student Assignment Communications Plan Student Assignment Survey Questions
f. Revise and refine as determined to be beneficial to students.		X	X	Hargens Board		Work Session 11/07/11
Actions	90-120 Days	120-150 Days	150-180 Days	Lead	Status	Comments
g. Get Board approval by first meeting in December for elementary student assignment plan for 2012-13.	X			Jacobs		Board Approved 01/09/12
h. Market new choices at the Elementary Showcase of Schools in January.	X			Elementary Principals		Showcase 01/28/12

Status:	Completed	In Progress	Not Started

6. Schedule board work sessions on key topics related to student achievement.

Actions	0-30 Days	30-60 Days	60-90 Days	Lead	Status	Comments
a. Create a schedule.	X			Hargens		Planning Calendar
b. Provide information to the board regarding student achievement, to be used as a basis for a board discussion.		X	X	Hargens Cabinet		KCCT Results KCCT Tables Board Work Session 08/22/11, "Using Quality Indicators as a Board"

Status:	Completed	In Progress	Not Started

GOAL #2: DEVELOP A UNIFIED GOVERNANCE TEAM THAT RESULTS IN CONSTANCY OF PURPOSE, STABILITY AND TEAMWORK

Strategies:

1. Establish the board and superintendent as a cohesive leadership team with a focus on student achievement and building excellence in all our schools.

Actions	0-30	30-60	60-90	Lead	Status	Comments						
	Days	Days	Days									
a. Meet with each board member.	X			Hargens								
b. Schedule a half day with each board member to visit his or her district.	X	X		Hargens		1	2	3	4	5	6	7
c. Complete development of board operating principles and obtain board approval.	X			Anderson Mackin Imhoff Hargens		Board Operating Principles						
d. Implement the operating principles.		X	X	Board Hargens								

2. Review, revise, and/or affirm mission, vision, core beliefs, goals and objectives.

Actions	0-30	30-60	60-90	Lead	Status	Comments
	Days	Days	Days			
a. Schedule session to solidify vision, mission, values and data-driven goals and objectives.	X			Anderson Mackin Hargens Imhoff		Strategic Planning Session October 28-29, 2011
b. Solidify approval of and commitment to mission, vision, beliefs and objectives.			X	Anderson Mackin		Strategic Planning Session Agenda Board Approved 02/13/12

Status:	Completed	In Progress	Not Started

3. Create a strategic plan to move from the current state to the desired state.

Actions	0-30 Days	30-60 Days	60-90 Days	Lead	Status	Comments
a. Confirm the format for the strategic plan, who to involve and how to clearly track progress and results.		X		Hargens Anderson Mackin Imhoff		
b. Conduct 'Listen & Learn' sessions to gather additional information from key stakeholders prior to the strategic planning session: three things to keep doing, three things to stop doing, three things to start doing.	X	X	X	Hargens		
c. Conduct a strategic planning session to develop a draft strategic plan.				Anderson Mackin Hargens Board		
d. Communicate strategic planning outcomes to the cabinet, all staff, community and other key external groups (as part of communication plan).				Hargens Imhoff Board		

4. Develop communication protocols among Superintendent, the Board and staff to ensure that Board members have the information that they need to make decisions.

Actions	0-30 Days	30-60 Days	60-90 Days	Lead	Status	Comments
a. Develop protocols for requests from Board members.	X	X		Hargens Board		Board Communication
b. Develop formats for staff reports to the Board for work sessions and regular meetings.	X	X		Hargens Cabinet		

Status:	Completed	In Progress	Not Started

5. Establish the Cabinet and administration as a cohesive leadership team with a focus on learning.

Actions	90-120 Days	120-150 Days	150-180 Days	Lead	Status	Comments
a. Held school year kick-off event for all administrators with the theme of "Together we can do it."						
b. Held meeting for all principals on September 26 to share district KCCT results, to celebrate success, and to repeat the "Together we can do it" theme.						
c. Conduct the New Manager Assimilation exercise (GE model) with Cabinet and Superintendent.						
d. Carry out a self-assessment among Cabinet members regarding the five functions of a team (Lencioni model).						5 Functions of a Team
e. Create Cabinet norms.						Cabinet Norms

Status:	Completed	In Progress	Not Started

GOAL #3: ENGAGE THE COMMUNITY — ESTABLISH ACROSS THE DISTRICT AND COMMUNITY A POSITIVE CLIMATE FOCUSED ON HIGH EXPECTATIONS FOR STUDENT ACHIEVEMENT AND CONTINUOUS IMPROVEMENT

Strategies:

1. Establish a consistent message to share with stakeholders.

Actions	0-30 Days	30-60 Days	60-90 Days	Lead	Status	Comments
a. Plan regular communication to schools.		X		Bateman Hargens		<i>Beyond the Headlines and Keeping You in the Loop</i>
b. Plan regular communication to community.		X		Bateman Hargens		<i>Beyond the Headlines</i>

2. Establish positive relationships and open and responsive communication with school-based staff, district staff, parents, students, and community members.

Actions	0-30 Days	30-60 Days	60-90 Days	Lead	Status	Comments
a. Meet with principals.	X	X		Hargens		
b. Start visits to all schools.	X	X	X	Hargens		81 Schools Visited 116 Total Visits
c. Prepare message to school-based staff.	X			Hargens Bateman		
d. Meet with community groups.	X	X	X	Hargens		
e. Meet with district-level staff.	X	X	X	Hargens		
f. Establish regular meetings with key leadership groups.	X			Hargens		
g. Meet with KDE, state policy makers, community and business leaders.	X	X	X	Hargens Board		
h. Conduct weekly press meetings/virtual town hall meetings.			X	Hargens Bateman		<i>Beyond the Headlines</i>

Status:	Completed	In Progress	Not Started

3. Create structures and protocols to engage all stakeholders (i.e., summits).

Actions	0-30 Days	30-60 Days	60-90 Days	Lead	Status	Comments
a. Create a superintendent's summit structure to engage stakeholders in discussions about key issues.		X		Hargens Holt		
b. Hold the first superintendent's summit.			X	Hargens Holt		10/25/2011

Status:	Completed	In Progress	Not Started

GOAL #4: REVIEW CURRENT SYSTEMS IN PLACE TO RETAIN, RECRUIT, AND TRAIN HIGH-QUALITY EMPLOYEES

Strategies:

1. Assess current systems.

Actions	0-30 Days	30-60 Days	60-90 Days	Lead	Status	Comments
a. Review recruiting systems to ensure a structure is in place to secure a high-quality and diverse workforce.		X		Hargens Eckels		JCPS TELL Detailed Results JCPS TELL Summary Results Administrator Recruitment Teacher Recruitment Race/Sex Wage Comparison
b. Review current teacher and principal evaluation systems.		X		Hargens Eckels Dennes Burks Ledford		Teacher Rubric Principal Rubric Teacher and Principal Evaluation Teacher and Principal Effectiveness Rubric
c. Review systems in place for professional development offerings and delivery.			X	Hargens Wheat		

Status:	Completed	In Progress	Not Started

2. Participate in the Kentucky Leadership Training for Superintendents.

Actions	0-30 Days	30-60 Days	60-90 Days	Lead	Status	Comments
a. Complete training modules.	X	X	X	Hargens		Supt. Training Schedule
b. Session to develop Superintendent's evaluation goals.				McPherson & Jacobson Hargens Board		01/11/12

3. Improve working conditions.

Actions	90-120 Days	120-150 Days	150-180 Days	Lead	Status	Comments
a. Share and discuss TELL data with principals.				Dennes Ledford Burks		
b. Identify one or two areas from the TELL data as focus for system improvement.				Cabinet		Board meeting 02/27/12
c. Incorporate strategies for improvement of working conditions into the district's strategic plan.				Cabinet		

4. Strengthen teacher evaluation process.

Actions	90-120 Days	120-150 Days	150-180 Days	Lead	Status	Comments
a. Pilot the new teacher evaluation instrument in the four schools participating in the Gates Foundation grant.				Wheat Eckels		
b. Consider incorporating the new teacher evaluation instrument as a part of the transformation model in the Cohort 3 PLA schools.				Ledford Eckels Wheat		Board Meeting 01/09/12

Status:	Completed	In Progress	Not Started

5. Strengthen employees' skills.

Actions	90-120 Days	120-150 Days	150-180 Days	Lead	Status	Comments
a. Develop a required training program for budget managers.				Hardin		
b. Identify/develop cultural competence training and consider whether to create targeted training for each stakeholder group.				Wheat Dennes Ledford Burks		Stephen Peters' training for K-12 principals – 09/30/2011

Status:	Completed	In Progress	Not Started

GOAL #5: ASSESS SYSTEMS AND STRUCTURES IN PLACE TO ENSURE FISCAL AND ORGANIZATIONAL ACCOUNTABILITY AND EFFECTIVENESS

Strategies:

1. Create data reviews for each department.

Actions	0-30 Days	30-60 Days	60-90 Days	Lead	Status	Comments
a. Create a framework for data reviews by department.	X			Hargens Cabinet		
b. Begin data review sessions.		X	X	Hargens Cabinet		Elementary Middle High Acct./Research Human Resources Information Tech. (IT) Gheens Academy Financial Services Communications Bus.Partnerships Exceptional Child Ed. Fac./Transportation Student Assignment

2. Establish a system for program evaluations that includes cost/benefit analyses.

Actions	0-30 Days	30-60 Days	60-90 Days	Lead	Status	Comments
a. Review current program evaluations.	X			Hargens Rodosky		Program Evaluations
b. Assess current capacity.		X		Hargens Rodosky		
c. Create a plan for program evaluations.			X	Hargens Rodosky Hardin		Planning and Program Evaluation Index Planning and Program Evaluation Reports

Status:	Completed	In Progress	Not Started

3. Create an organizational structure that is efficient, purposeful, and accountable.

Actions	0-30 Days	30-60 Days	60-90 Days	Lead	Status	Comments
a. Explore options for an external organizational review.	X			Hargens Hardin Eckels		Curriculum Management Audit Proposal
b. Conduct external organizational review.		X		Hargens Eckels External Review Team		October-November 2011
c. Revise organizational chart (per organizational review by external auditors).			X	Hargens		
Actions	90-120 Days	120-150 Days	150-180 Days	Lead	Status	Comments
d. Eliminate non-essential central services positions that were frozen in September 2011.				Hargens		
e. Use state statutes and Board policies as a basis for changes to positions for the new organizational structure.				Hargens		

4. Build structures for transparent accountability, including the current work to establish district and school dashboards of key quality indicators.

Actions	0-30 Days	30-60 Days	60-90 Days	Lead	Status	Comments
a. Establish a clear baseline of selected quality indicators.			X	Hargens Rodosky		
b. Report on the first 90 days.			X	Hargens		10/30/11
c. Establish a structure for quarterly progress reports to the Board.			X	Hargens		March 2012 June 2012 Sept. 2012 Dec. 2012

Status:	Completed	In Progress	Not Started

5. Strengthen fiscal structures to support District mission and ensure appropriate funding of instruction.

Actions	90-120 Days	120-150 Days	150-180 Days	Lead	Status	Comments
a. Compare JCPS fund balance with that of other districts.				Hargens		
b. Stop non-essential spending.				Cabinet		
c. Create a spending blueprint in each department.				Cabinet		
d. Conduct Quarterly Financial Reviews by department.				Hardin		