

***GOVERNING URBAN SCHOOLS
IN AN ERA OF CHANGE***

CUBE 42ND ANNUAL CONFERENCE

Jefferson County Public Schools
Louisville KY

October 9, 2009

JCPS – *Shaping the Way*

- Context of JCPS
- Excellence in School Board Governance
- Community Engagement
- Academic Excellence
- Closing the Gap

Jefferson County Public Schools

- **28th largest school district in U.S.**
- **100,000 students (preK – 12th grade)**
 - 36% African-American, 56.5% White, 7.5% Other
 - 57% Free/Reduced Lunch Students
 - ESL and Homeless are fastest growing populations
- **161 Schools**
 - 89 Elementary, 22 middle, 21 High, 29 alternative schools
- **13,500+ employees**
 - 84% of JCPS teachers hold a master's degree or above
 - 19% of JCPS teachers have at least 20 years of experience
- **Transportation**
 - 837 buses with over 60,000 students

Excellence in School Board Governance

- In 2007, the U.S. Supreme Court ruled that Jefferson County Public Schools could not use race of an individual student to maintain diversity in their schools.
- The Jefferson County Board of Education ceased to make new student assignments based on individual race, but also affirmed that diversity best serves the goal of public education and renewed their commitment to ensure that JCPS remained integrated.

JCBOE Guiding Principles

The Board adopted Guiding Principles that would guide the development of a new student assignment plan which encourages diversity while promoting parental choice and high quality educational experiences:

- Diversity
- Quality
- Choice
- Predictability
- Stability
- Equity

Community Engagement

The Board approved the process for developing a new plan which included:

- public forums
- public opinion surveys
- consultation with national experts
- reviews of other districts' student assignment plans
- reviews of the educational research literature

Student Assignment Scenarios

- Choice Only
- Resides Only
- Multiple Criteria Scenario
 - Household Income
 - Educational Attainment
 - Minority Status

Success

Success will be measured by :

- Meeting the diversity guideline
- How much parent choice can be accommodated while still achieving the diversity goal

Academic Excellence

- The *Theory of Action* adopted by the Board encompasses the district's long-term goals for students as citizens of the world, more immediate outcomes for students by the time they graduate, and the change processes to ensure that students attain those goals

JCPS THEORY OF ACTION

When we collaborate to:

- Create caring and culturally-responsive classroom communities;
- Provide high-quality, personalized instruction that challenges and engages students in authentic work;
- Ensure equitable access for all students to a consistent, inquiry-based curriculum; and
- Prepare leaders to engage in collaborative strategies to move this shared vision forward . . .

Then all students graduate with:

- A high level of academic performance
- Strong character development and civic engagement and
- Enhanced health and wellness...

So that all students are prepared to:

- achieve their goals,
- follow their dreams and
- create a more just society.

Creating caring and culturally-responsive classroom communities



The Initiatives:

- ✓ CARE for Kids
- ✓ Freshman academies
- ✓ 9th grade civics course
- ✓ Nurses in schools
- ✓ Cultural competence professional development

Providing high-quality, personalized instruction that challenges and engages students in authentic work

The Initiatives:

- ✓ Small class-size initiative and elementary school redesign
- ✓ Every 1 Reads
- ✓ Trimester schedule for high school
- ✓ Diagnostic use of data
- ✓ PD on differentiated teaching and learning
- ✓ Interventions such as Response to Intervention and Thinking Reader

Ensuring equitable access for all students to a consistent, inquiry-based curriculum

The Initiatives:

- ✓ New student assignment plan
- ✓ Math and science program adoption and implementation
- ✓ Every 1 Reads
- ✓ Vocational task force

Preparing leaders to engage in collaborative strategies to move this shared vision forward

The Initiatives:

- ✓ Gheens (Professional Development) restructuring
- ✓ Emphasis on lesson study
- ✓ Wallace leadership initiative
- ✓ Principal cohorts and accountability teams
- ✓ School-based Instructional Leadership Teams

2009-10 District Goals

Goal 1: Enhance Effective Teaching

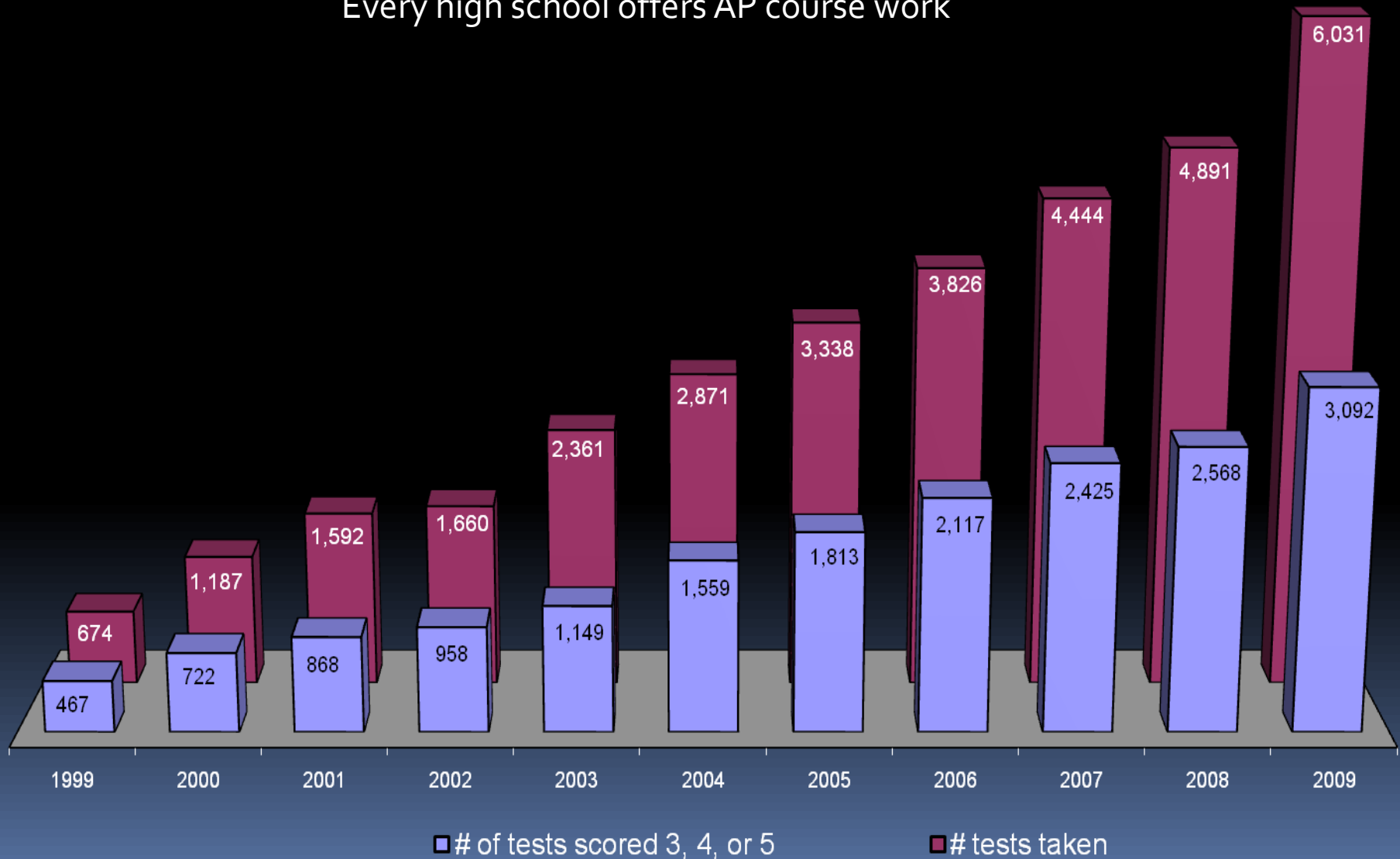
Goal 2: Enhance Effective Leadership

Goal 3: Strengthen Organizational Culture

Goal 4: Improve Organizational Effectiveness

Advanced Placement Exams Since 1999

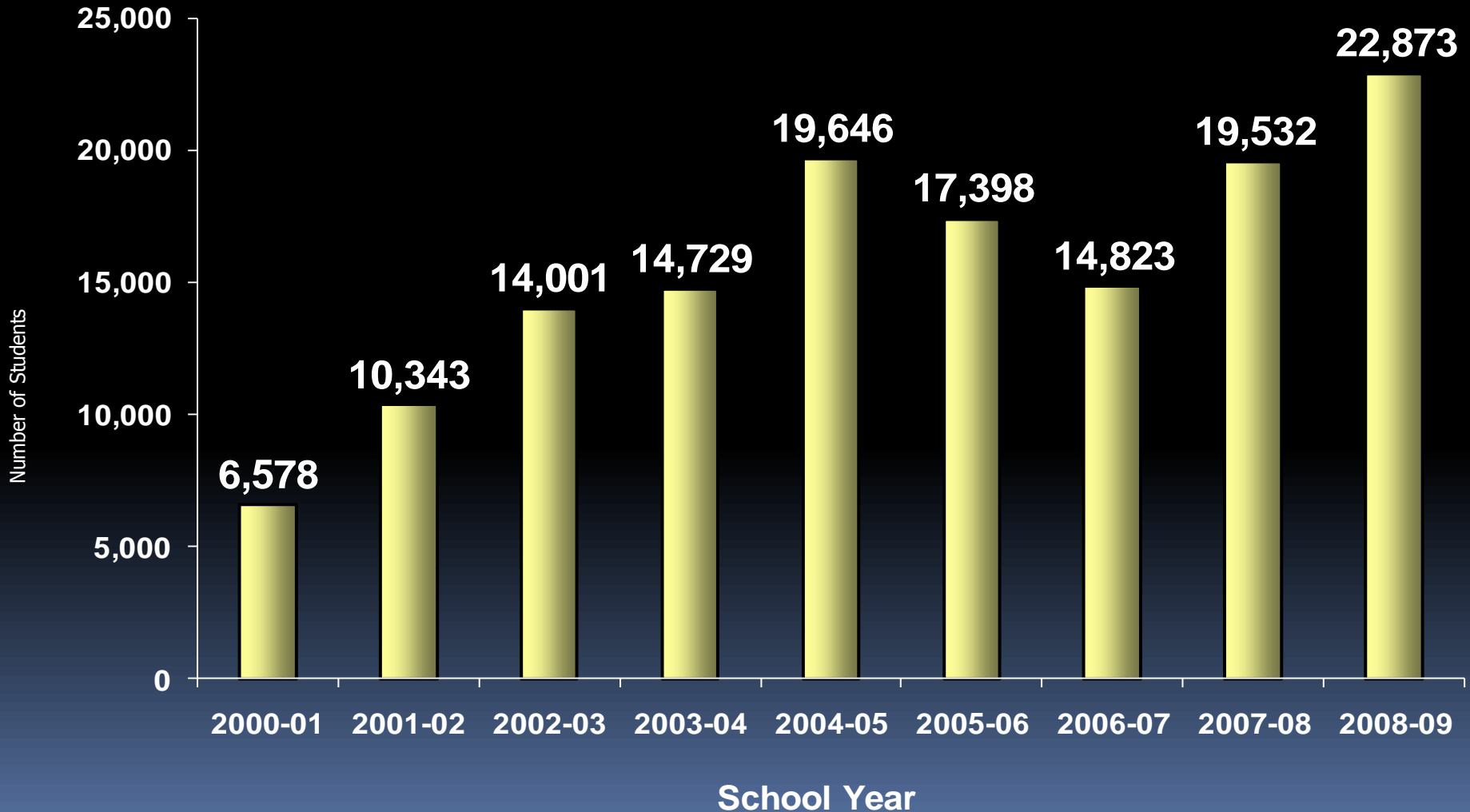
Every high school offers AP course work



College Now

Students earning post-secondary credits while still in high school

(duplicated count of students enrolled in classes)



"A Place for Every Child"

**Teenage Pregnancy Program
(TAPP)**

397 students

Breckinridge Metropolitan High School

400 students

**Buechel Metropolitan
High School**

550 students

**Student
Assessment**

State Agency Schools

3,000 students

**INDIVIDUAL
SUCCESS
PLAN**

Liberty High School

800 students

**Kennedy Metropolitan
Middle School**

500 students

JCPS eSchool

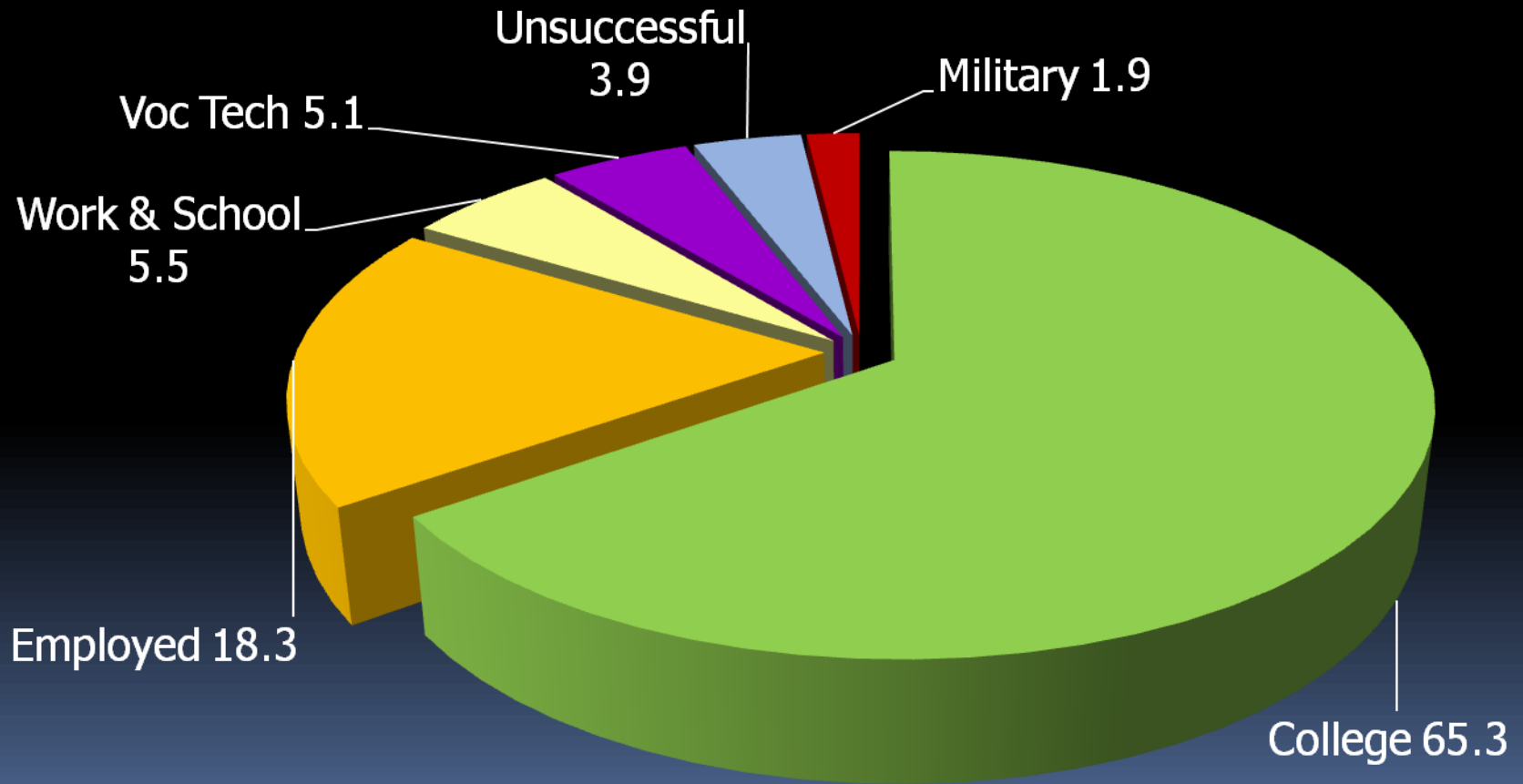
8,000 students

Jefferson County High School

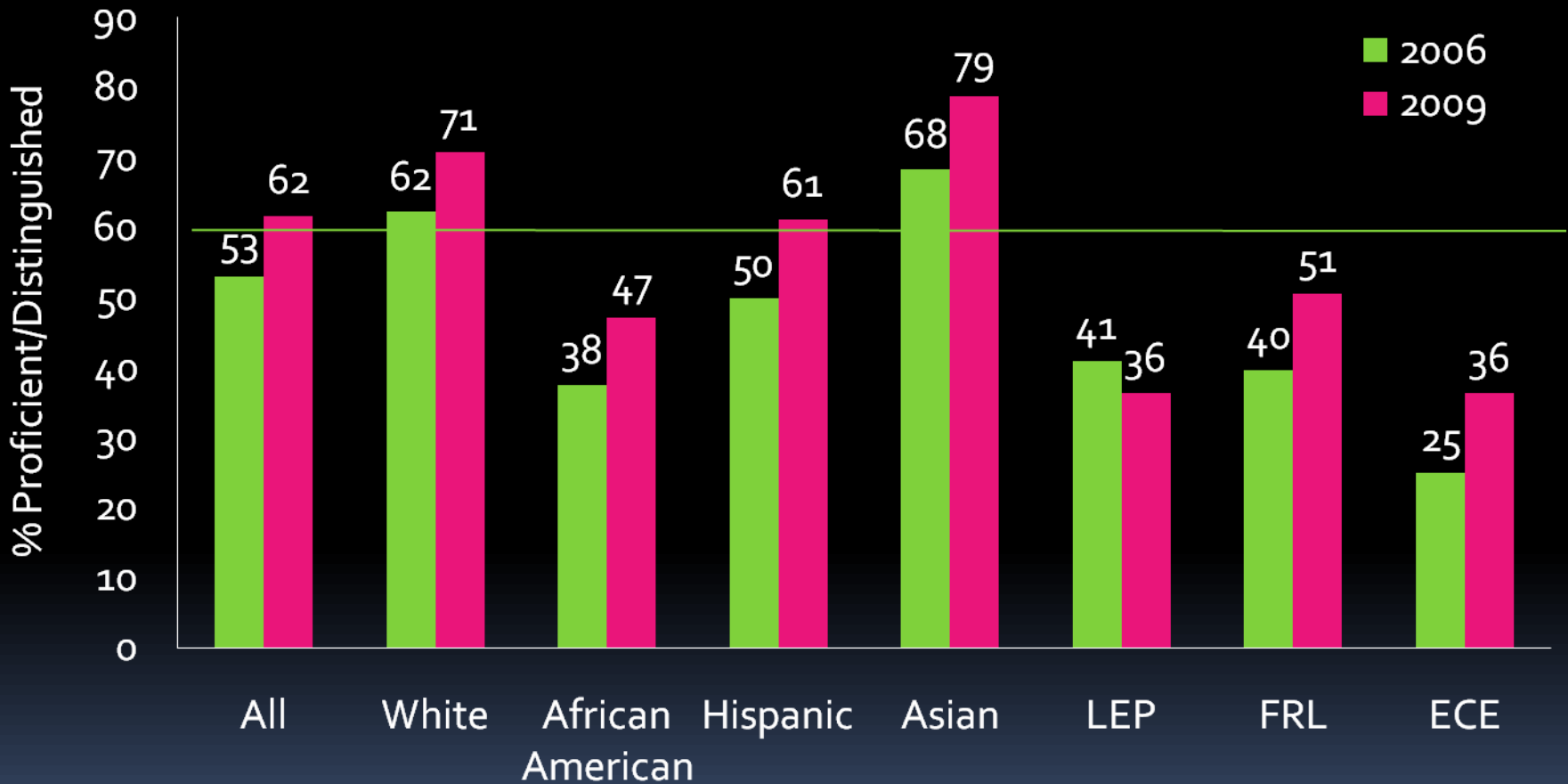
2,000 students

N O E X P U L S I O N S

Status of Graduates 2008

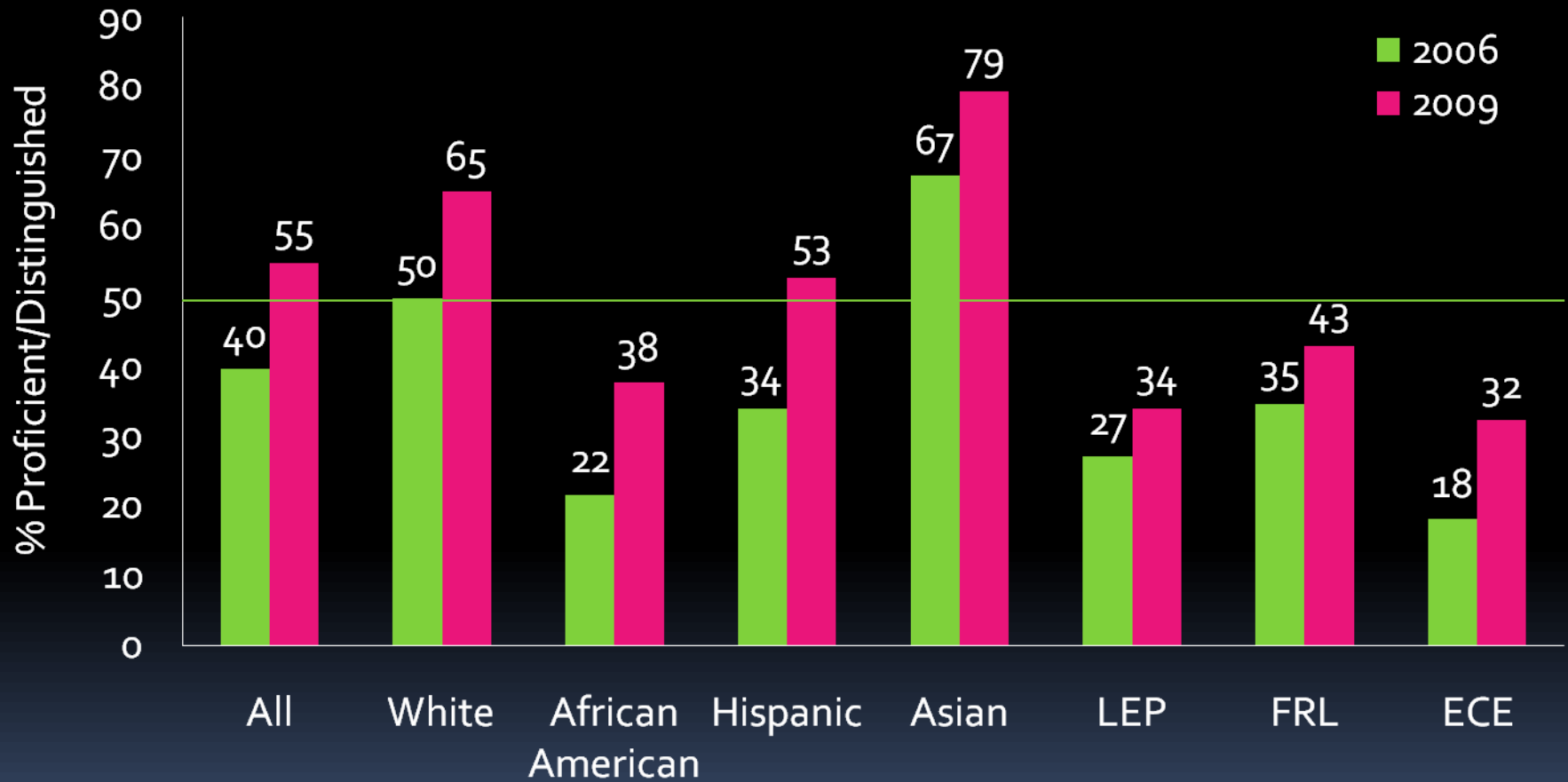


KCCT Reading Results



2009 NCLB Reading Proficiency Target = 60.86

KCCT Math Results



2009 NCLB Math Proficiency Target = 49.73

Closing the Gap

- JCPS graduation rate has increased by over 3% in the last 5 years.
- JCPS has a consistently higher college-going rate than the state of Kentucky over the last 5 years.
- JCPS is outpacing the nation in improvement on ACT scores for both African-American and White students. African-Americans in JCPS are outperforming other African-Americans at the national level.
- JCPS has increased the percentage of students enrolled in Advance Placement for all student groups in the last year.
- The percentage of African Americans scoring 3 or higher on AP tests have increased by 3% over the last five years, while the number of African American students taking the AP tests has more than doubled during that same time.

Leadership of Board

“The district has clearly adopted written policies and procedures that promote the effective operation of the system and the board appears to permit the administrative team to implement the policies and procedures without interference. **The board seems to clearly respect and understand their role as a policymaking entity of the system. As one board member expressed, ‘it doesn’t belong to us (board). It belongs to all of us (community).’** The board and central administration should be commended for developing and supporting a highly developed network of systems designed to address each of the specific service areas that impact student achievement. Most policies and procedures are not merely written, but there is evidence that they are taken seriously, are internalized, and have become part of the culture of JCPS.”

SACS District Accreditation Visit Report (2007)