

90-DAY PLAN

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

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

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 Ledford Dennes KDE JCTA JCASA		Transformation Model Timeline

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d. Establish a quarterly status review/update for each PLA school.		X		Burks Ledford Dennes		Board Planning Calendar
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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 Members 15 th District PTA		KY Core Academic Standards Senate Bill 1

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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

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

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Actions	0-30 Days	30-60 Days	60-90 Days	Lead	Status	Comments
f. Revise and refine as determined to be beneficial to students.		X	X	Hargens Board		Work Session 11/07/11

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

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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 Days	30-60 Days	60-90 Days	Lead	Status	Comments
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 Days	30-60 Days	60-90 Days	Lead	Status	Comments
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

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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		

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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		
b. Plan regular communication to community.		X		Bateman Hargens		

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		49 Schools Visited 58 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		Weekly video messages to the community discussing

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								issues and information important to JCPS. These messages will be posted on the JCPS website and archived on JCPS webpage for access by the public.
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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		October 25, 2011

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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
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		

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

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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		

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

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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		

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