

# 2015-2017 STRATEGIC PLAN FOR THE JEFFCO 2020 VISION

**In order for students to pursue their life goals, by 2020 all Jeffco graduates will be able to successfully apply the Jeffco 2020 competencies.**



**JEFFCO**  
2020 Vision

Content Mastery | Civic & Global Engagement | Communication  
Critical Thinking & Creativity | Self-Direction & Personal Responsibility

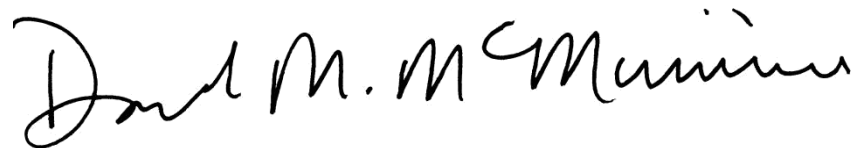
# MESSAGE FROM THE SUPERINTENDENT

As we get underway in the start of the 2015-2016 school year, it is a great reminder that each new school year is a new beginning. And like every beginning, this is a fresh start with the continued opportunity to grow as individuals and as a community. We are excited about our work to implement the Jeffco 2020 Vision. Last spring, we involved multiple stakeholders in a conversation about what competencies a student graduating in 2020 from Jeffco needs to have. This vision informed the strategic plan for educating our kids moving forward. That work starts today.

It is our hope that throughout this school year and the next, our students are empowered and inspired with the knowledge and skills to pursue their life aspirations. Our teachers will feel empowered to educate and inspire students to make meaningful connections to college, career, and life aspirations. Our leaders will feel empowered and inspired to develop leadership in others. In addition, we want to see student growth and achievement move upward to surpass expectations and the fiscal health of the district continue to improve.

Jeffco Public Schools has a long tradition of quality education. This tradition provides the foundation for which to carry out the strategic work necessary to accomplish the district vision. The Jeffco 2020 Vision defines the characteristics of the fully prepared high school graduate for 2020 and beyond. This strategic plan sets priorities for the district in order to provide all students from Pre-K to 12th grade the educational experiences necessary to make progress toward the Jeffco 2020 Vision.

With the combined efforts of students, Jeffco staff, parents, and community members, great things lie ahead in Jeffco Public Schools. We are excited to work together to activate, actualize and achieve bright futures.

A handwritten signature in black ink that reads "David M. McMinn". The signature is written in a cursive, flowing style.

# READER'S ROADMAP: ACTION PLAN

The Jeffco 2015-17 Strategic Plan lays out the actions that will be taken to make progress toward the Jeffco 2020 Vision:

*In order for students to pursue their life goals, by 2020 all Jeffco graduates will be able to successfully apply the Jeffco 2020 competencies: content mastery, critical thinking and creativity, civic and global engagement, communication and self-direction and personal responsibility.*

Three strategies make up the plan and include essential actions focused on specific Jeffco 2020 competencies:

***Empower to Educate, Inspire to Learn***

Including: Habits of Success – whole child development  
Student, Educator, Parent and Community Empowerment – active engagement in student learning

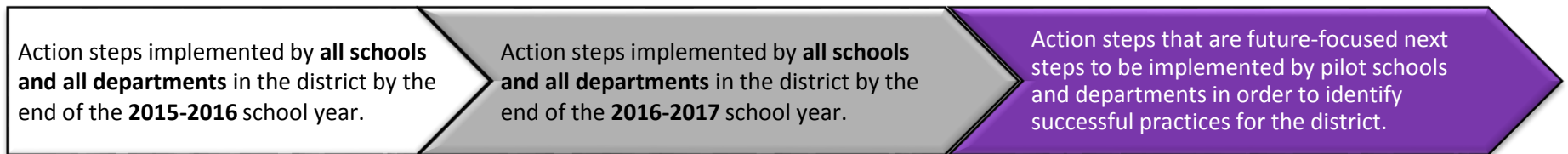
***Connect to College, Career and Life Aspirations***

Including: Student Learning Expectations – prioritizing what students need to know and be able to do  
High Quality Instruction – creating the conditions for engaged teaching, learning and ongoing progress  
Multiple Pathways – ensuring access and opportunity for all Jeffco students

***Leadership Development for all Stakeholders***

Including: High Quality Professional Learning – professional growth and leadership development  
Continuous Improvement – commitment to Jeffco 2020 competencies for all Jeffco students

The actions within the priority strategies will be accomplished as follows:



The Evaluation Plan (pg. 7) outlines the means for monitoring the implementation of the strategic plan and measuring the impact on student performance of the Jeffco 2020 competencies.

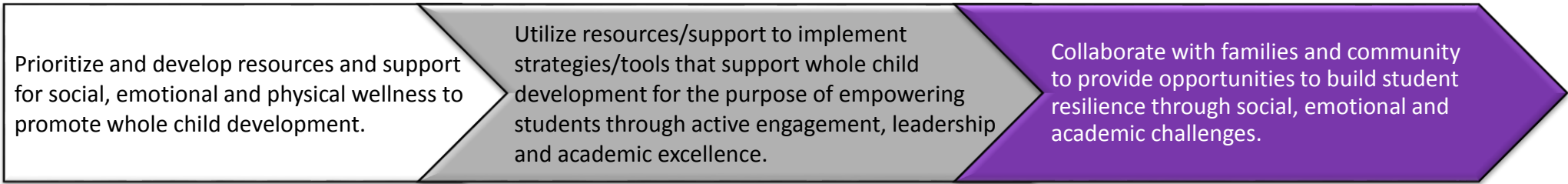


# STRATEGY ONE: EMPOWER TO EDUCATE, INSPIRE TO LEARN

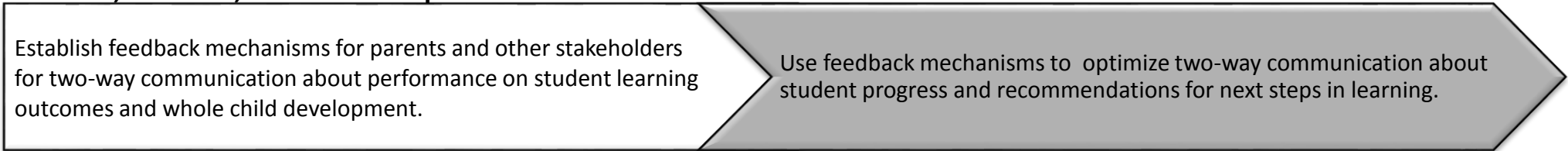


Aligned to Jeffco 2020 Vision: Self-Direction & Personal Responsibility, Communication, Civic & Global Engagement

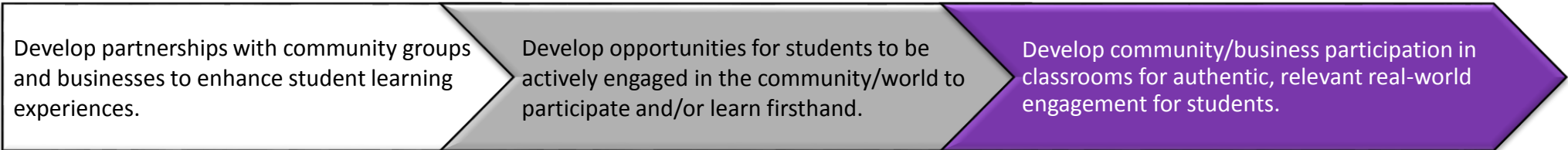
## Habits of Success



## Student, Educator, and Parent Empowerment



## Community Partnerships



### Successful implementation of this strategy will result in the following Jeffco 2020 outcomes:

**Students will** develop skills that empower them toward personal responsibility, academic growth and motivate them to advocate for their life aspirations.

**Educators and leaders will** collaborate with students, families and the community to enable student success through development of essential life skills and inspired academic learning.

**Community will** partner with students, educators and school/district leaders to connect school learning to real-world engagement.

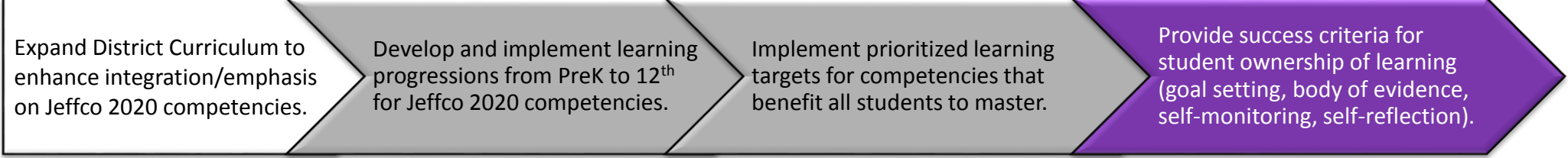


# STRATEGY TWO: CONNECT TO COLLEGE, CAREER AND LIFE ASPIRATIONS

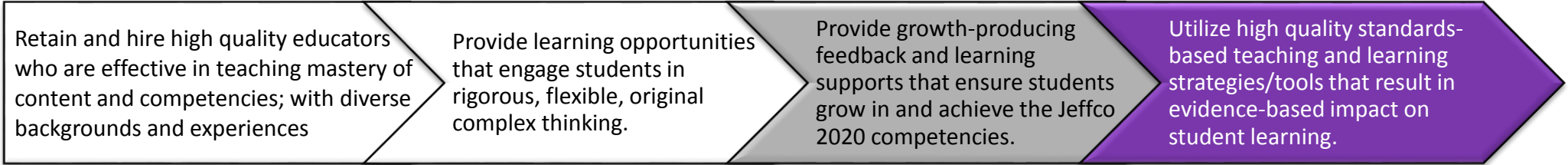


Aligned to Jeffco 2020 Vision: Content Mastery, Communication, Critical Thinking & Creativity

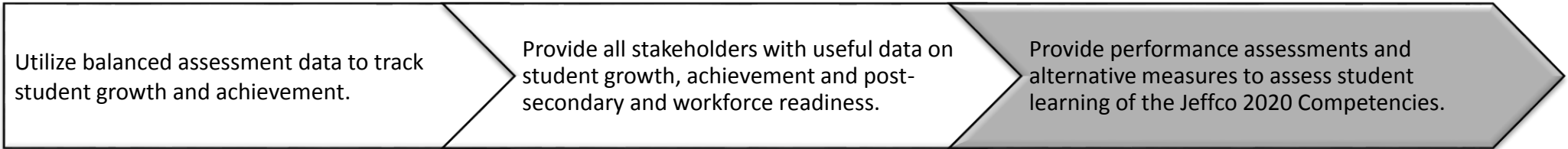
## Student Learning Expectations



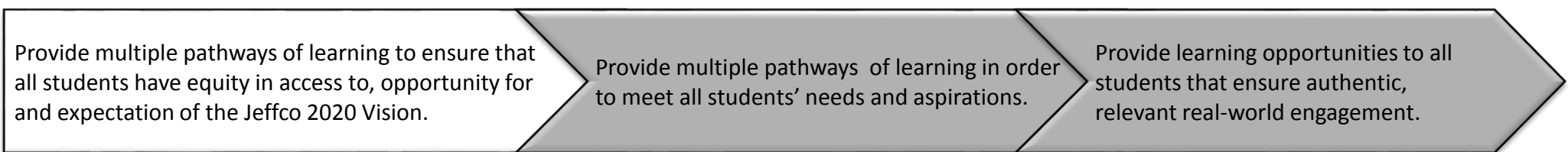
## Quality Instructional Practices & Programs



## Balanced Measures



## Recognition, Intervention and Advancement



## Successful implementation of this strategy will result in the following Jeffco 2020 outcomes:

**Students will** think critically and creatively in order to solve complex problems, ignite innovations and make informed decisions.

**Educators and leaders will** provide rigorous and relevant learning opportunities through multiple pathways in order to meet all students' needs and aspirations.

**Community will** actively engage with schools to ensure students have what they need to achieve academic success and pursue their life aspirations.

# STRATEGY THREE: DEVELOP LEADERSHIP FOR ALL STAKEHOLDERS

Aligned to Jeffco 2020 Vision: Civic & Global Engagement, Communication, Critical Thinking & Creativity



## High Quality Professional Learning

Provide high quality professional learning aligned to students' needs in achieving Jeffco 2020 Vision.

Use evaluation processes to establish priorities for professional growth that impacts student learning.

Provide high quality professional learning that advances student use of technology as a tool for blended learning and effective communication.

Provide evidence-based impact of professional learning on practice that increases student learning.

## Leadership Development

Provide leadership opportunities in the Jeffco 2020 work that supports educator leadership, shared leadership and school/district leadership.

Utilize shared leadership opportunities with families and community to advance student learning of the Jeffco 2020 competencies.

Provide learning opportunities for all students to development leadership skills through implementation of the Jeffco 2020 competencies.

## Continuous Improvement

Provide clear meaningful expectations for students, educators, leaders, schools and district staff for the Jeffco 2020 Vision.

Improve the use of current continuous improvement strategies and tools in order to identify and expand proven practices that increase student achievement and post-secondary and workforce readiness.

Implement evidence-based impact models that identify successful practices that can be shared throughout the district.

### Successful implementation of this strategy will result in the following Jeffco 2020 outcomes:

**Students will** learn to communicate and collaborate in order to effectively engage with each other, their schools, and the larger community through service & leadership opportunities.

**Educators and leaders will** provide instructional and organizational leadership through district initiatives, ongoing professional development and a commitment to continuous improvement for student success.

**Community will** partner with students, schools and district leadership to identify successes in order to advance exponential gains in student performance.



# 2015-2017 EVALUATION PLAN

The evaluation plan for the strategic plan outlines the means with which progress of implementation will be measured as defined by the impact on student performance of the Jeffco 2020 competencies.

Strategic work to be accomplished.

Who will do the work and how progress will be tracked.

Actual work accomplished.

How student progress will be tracked.

Actual student results.

## STRATEGY ONE: EMPOWER TO EDUCATE, INSPIRE TO LEARN

| BOE Governing Statement   | Strategic Plan Actions   | Who Leads the Work                         | Input Evidence<br>(Resources and activities) | Output Evidence<br>(Processes & products) | ACTUAL Measurable System Performance                            | Student Performance Measures  | Student Performance Metrics  | Intended Student Outcomes  |   | IMPACT Measurable Student Performance   |  |
|---|--|--|--|---|---|---|--|--|---|---|--|
|   |  |  |  |   |   |   |  | BOE Ends   | Jeffco 2020 Competencies  |   |  |
| Every student will be taught by an effective teacher in a school led by an effective principal so that they are prepared for continuous learning and the world of work in the changing environment of the 21st century. | <b>Habits of success</b> <ul style="list-style-type: none"> <li>Social, emotional and physical wellness</li> <li>Academic excellence, student leadership and active engagement</li> <li>Skills for challenging learning</li> </ul> | Lead: SIET<br>Partners: ERD, Schools       | by January 2016                              | by June 2016                              | Mid Term Results by July 2016<br>Final Results by July 2017     | State measures  | <ul style="list-style-type: none"> <li>SPF grade level expectations: writing</li> <li>Discipline ratings</li> <li>Attendance ratings</li> <li>Healthy behaviors results</li> </ul> | <b>Ends 4</b><br>Every student will learn in a caring, safe, and engaging school environment that maximizes parental involvement and encourages community support. | <b>Self-Direction &amp; Personal Responsibility:</b><br>Every student will master performance criteria for emotional intelligence, health & wellness, and perseverance. | Mid Term Results by June 2016   |  |
|   | <b>Student and Parent Empowerment</b> <ul style="list-style-type: none"> <li>Feedback mechanisms for two-way communication</li> <li>Communication about student progress and next steps in learning</li> </ul>                     | Lead: SIET, IT<br>Partners: ERD, Schools   | by December 2015                             | by June 2016                              | Mid Term Results by July 2016<br>Final Results by July 2017     | Local measures<br>Make Your Voice Heard survey<br>Parent survey   | District targets   |  |   | <b>Communication:</b><br>Every student will master grade level criteria for communication.  | Mid Term Results by June 2016<br>Final Results by June 2017                            |
|   | <b>Community partnerships</b> <ul style="list-style-type: none"> <li>Students actively engaged in the community/world</li> <li>Community/business participation in classrooms</li> </ul>   | Lead: SIET, Schools<br>Partners: ERD, SIET | by December 2015                             | by June 2016                              | Mid Term Results by December 2016<br>Final Results by June 2017 | Alternative measures:<br><ul style="list-style-type: none"> <li>Emotional intelligence</li> <li>Health &amp; wellness</li> <li>Perseverance</li> <li>Collaboration</li> <li>Cultural proficiency</li> </ul> | Scores from scale of alternative measure   |  |   | <b>Civic &amp; Global Engagement:</b><br>Every student will master grade level criteria for leadership, citizenship and cultural proficiency. | Pilot schools results by June 2016<br>Pilot schools comparability results by June 2017 |

# 2015-2017 Evaluation Plan for the Strategic Plan

| STRATEGY TWO: CONNECT TO COLLEGE, CAREER AND LIFE ASPIRATIONS   |   |  |  |   |   |  |  |  |   |  |
|---|---|--|--|---|---|--|--|--|---|--|
| BOE Governing Statement   | Strategic Plan Actions  | Who Leads the Work                       | Input Evidence<br>(Resources and activities) | Output Evidence<br>(Processes & products) | ACTUAL Measurable System Performance                            | Student Performance Measures   | Student Performance Metrics  | Intended Student Outcomes  |   | IMPACT Measurable Student Performance  |
|   |   |  |  |   |   |  |  | BOE Ends   | Jeffco 2020 Competencies  |  |
| Every student will be taught by an effective teacher in a school led by an effective principal so that they are prepared for continuous learning and the world of work in the changing environment of the 21st century. | <b>Student Learning Expectations</b> <ul style="list-style-type: none"> <li>Comprehensive aligned curriculum; integration/ Learning progressions of competencies</li> <li>Prioritized learning targets</li> <li>Student ownership of learning</li> </ul>  | Lead: ERD<br>Partners: SIET, Schools     | by December 2015                             | by June 2016                              | Mid Term Results by July 2016<br><br>Final Results by July 2017 | State Assessments  | SPF grade level expectations: math, reading, writing, science<br><u>BOE Achievement Targets</u> <ul style="list-style-type: none"> <li>3<sup>rd</sup> grade reading: 80-85%</li> <li>4<sup>th</sup> grade math: 77-80% writing: ES (64%), MS (66%), HS (59%)</li> </ul> <u>BOE Growth Targets</u><br>50th MGP or growth measures over 50th MGP increase by designated target (see BOE website) | <b>Ends 1</b><br>Every student will master the Colorado Content Standards at grade level.<br><br><b>Ends 2</b><br>Every student will achieve one year's growth, or more as needed to 'catch up,' in each year of school and be ready for the next level.<br><br><b>Ends 3</b><br>Every student will graduate career and workforce and/or post-secondary ready. | <b>Content Mastery:</b><br>Every student will master the Colorado Content Standards at grade level.<br><br><b>Communication:</b><br>Every student will master grade level criteria for communication.<br><br><b>Critical Thinking &amp; Creativity:</b><br>Every student will master grade level criteria for problem-solving, analysis & reasoning, decision-making and creativity skills. | Mid Term Results by August 2016<br><br>Final Results by August 2017                          |
|   | <b>High quality instructional practices/ programs:</b> <ul style="list-style-type: none"> <li>Retain and hire effective educators</li> <li>Learning opportunities for rigorous, flexible, original complex thinking</li> <li>Formative practices for growth-producing feedback</li> <li>Instructional practices with demonstrated evidence of impact</li> </ul> | Lead: Schools<br>Partners: ERD, SIET, HR | by December 2015                             | by June 2016                              | Mid Term Results by July 2016<br><br>Final Results by July 2017 | Local measures<br><br>Local assessments: MAP   | <ul style="list-style-type: none"> <li>All students complete Algebra by end of 9<sup>th</sup> grade</li> </ul> Grade level targets: <ul style="list-style-type: none"> <li>math</li> <li>reading</li> <li>language usage</li> </ul>  |  |   | Mid Term Results by June 2016<br><br>Final Results by June 2017                              |
|   | <b>Balanced Measures and Multiple Pathways</b> <ul style="list-style-type: none"> <li>Balanced student assessment and data monitoring to produce body of evidence</li> <li>Performance assessments and alternative measures</li> <li>Multiple pathways to meet all students' needs</li> <li>Differentiate supports to ensure equity</li> </ul>                  | Lead: ERD<br>Partners: IT, SIET, Schools | by December 2015                             | by June 2016                              | Mid Term Results by July 2016<br><br>Final Results by July 2017 | Performance assessments: <ul style="list-style-type: none"> <li>Communication</li> <li>Problem-solving</li> <li>Analysis &amp; reasoning</li> <li>Decision-making</li> <li>Creativity</li> </ul> | Grade level rubric scores  |  |   | Pilot schools results by August 2016<br><br>Pilot schools comparability results by July 2017 |



# 2015-2017 Evaluation Plan for the Strategic Plan

## STRATEGY THREE: DEVELOP LEADERSHIP FOR ALL STAKEHOLDERS

| BOE Governing Statement   | Strategic Plan Actions  | Who Leads the Work<br>(Link to Dept. Plan)           | Input Evidence<br>(Resources and activities) | Output Evidence<br>(Processes & products) | ACTUAL Measurable System Performance                          | Student Performance Measures   | Student Performance Metrics   | Intended Student Outcomes   |   | IMPACT Measurable Student Performance  |
|---|---|--|--|---|---|--|---|---|---|--|
|   |   |  |  |   |   |  |   | BOE Ends  | Jeffco 2020 Competencies  |  |
| Every student will be taught by an effective teacher in a school led by an effective principal so that they are prepared for continuous learning and the world of work in the changing environment of the 21st century. | <b>High Quality Professional Learning</b> <ul style="list-style-type: none"> <li>Professional learning aligned to Jeffco 2020 Vision</li> <li>Evaluation used for professional growth</li> <li>Advancing student use of technology</li> <li>Connecting professional practice to student outcomes</li> </ul> | Lead: ERD, SIET<br>Partners: Central Depts., Schools | by December 2015                             | by June 2016                              | Mid Term Results by July 2016<br>Final Results by July 2017   | State measures   | <ul style="list-style-type: none"> <li>SPF grade level expectations: writing</li> <li>Discipline ratings</li> <li>Attendance ratings</li> </ul> | <b>Ends 5</b><br>Every student will become a responsible citizen. | <b>Communication:</b><br>Every student will master grade level criteria for communication.<br><br><b>Civic &amp; Global Engagement:</b><br>Every student will master grade level criteria for leadership, citizenship and cultural proficiency.<br><br><b>Critical Thinking &amp; Creativity:</b><br>Every student will master grade level criteria for problem-solving, analysis & reasoning, decision-making and creativity skills. | Mid Term Results by June 2016<br>Final Results by June 2017                            |
|   | <b>Leadership development</b> <ul style="list-style-type: none"> <li>Leadership learning for educators and leaders</li> <li>Shared leadership with families and community</li> <li>Learning opportunities of leadership skills for students</li> </ul>  | Lead: SIET, ERD<br>Partners: HR, Schools             | by December 2015                             | by June 2016                              | Mid Term Results by August 2016<br>Final Results by July 2017 | Local measures<br>Make Your Voice Heard survey<br>Welcoming Environment survey   | District targets  |   |   | Mid Term Results by June 2016<br>Final Results by June 2017                            |
|   | <b>Continuous Improvement</b> <ul style="list-style-type: none"> <li>Clear meaningful expectations</li> <li>Continuous improvement strategies and tools</li> <li>Evidence-based models for successful practices</li> </ul>  | Lead: ERD, SIET<br>Partners: HR, Schools             | by December 2015                             | by June 2016                              | Mid Term Results by July 2016<br>Final Results by July 2017   | Alternative measures:<br><ul style="list-style-type: none"> <li>Leadership</li> <li>Citizenship</li> <li>Cultural proficiency</li> <li>Collaboration</li> <li>Active Listening</li> <li>Conflict Management</li> </ul> | Scores from scale of alternative measure  |   |   | Pilot schools results by June 2016<br>Pilot schools comparability results by June 2017 |