



# Jefferson County School District

2016-2017 Turnaround Option Plan  
State Board of Education Presentation  
July 20, 2016

# District Goals...

*In order to increase student proficiency...*

- Goal 1: Involve all stakeholders in a focused mission to improve student achievement through alignment and implementation of critical elements of curriculum, assessment and instructional practice to deliver standards-based instruction
- Goal 2: Provide research-based, results-driven professional development opportunities, coupled with immediate feedback and support through coaching and modeling
- Goal 3: Increase student engagement through the implementation of structures with proven effectiveness

# Performance Comparison 2015 to 2016

	Grade 3-10 (% At or Above Level 3)		Grade 3-5 (% At or Above Level 3)		Grade 6-8 (% At or Above Level 3)		Grade 9-10 (% At or Above Level 3)	
	2015	2016	2015	2016	2015	2016	2015	2016
ELA	23%	<b>27%</b>	29%	<b>30%</b>	17%	<b>26%</b>	22%	<b>25%</b>
Math, EOCs	25%	<b>28%</b>	39%	<b>43%</b>	8%	7%	4%	<b>23%*</b>
	Grade 5 (% At or Above Level 3) Science		Grade 8(% At or Above Level 3) Science & Biology 1 EOC		Grade 6-12 (% At or Above Level 3) Biology 1 EOC			
	2015	2016	2015	2016	2015	2016		
	27%	19%	23%	<b>31%</b>	61%	16%		

## District Leadership

100% of staff < 5 years in Jefferson

83% of staff < 4 years in Jefferson

Position	Length of Service
Superintendent	3 years 8 months
Human Resource Specialist	3 years 8 months
Chief Financial Officer	3 years 7 months
Tech Director	3 years 8 months
Federal Programs Specialist	4 years 6 months
ESE Director	1 year

# Focusing On The Schools

	Jefferson County Elementary School	Jefferson County Middle High School
Leadership	<ul style="list-style-type: none"> <li>• 4 principals in 5 years, current principal has trust of staff, parents and School Board</li> <li>• Established leadership team, including a an assistant principal, reading coach and math coach</li> </ul>	<ul style="list-style-type: none"> <li>• 6 principals in 5 years, recent resignation of identified turnaround principals whose assignment had not yet been Board-approved</li> <li>• Newly established leadership team, including an instructional leader, assistant principal, reading coach and math coach</li> </ul>
Instructional Capacity	<ul style="list-style-type: none"> <li>• Common planning times established to allow for PLCs</li> <li>• Limited delivery of standards-based instruction</li> <li>• Limited support for teaching and learning at district level, impacting the delivery of standards-based instruction</li> <li>• Lack of content coaches for greater than 50% of the 2015-2016 school year</li> </ul>	<ul style="list-style-type: none"> <li>• Common planning times established to allow for PLCs</li> <li>• Limited delivery of standards-based instruction</li> <li>• Limited support for teaching and learning at district level, impacting the delivery of standards-based instruction</li> </ul>
Culture/Climate	<ul style="list-style-type: none"> <li>• School struggles to recruit highly-qualified teachers to fill high-needs positions (particularly math &amp; science); no differentiated pay structure for teachers</li> <li>• Small group of parents interested in the direction of the school, but inconsistent parent involvement</li> </ul>	<ul style="list-style-type: none"> <li>• School struggles to recruit highly-qualified teachers to fill high-needs positions (particularly math &amp; science); no differentiated pay structure for teachers</li> <li>• Small group of parents interested in the direction of the school, but inconsistent parent involvement</li> </ul>
Governance	<ul style="list-style-type: none"> <li>• Current school district organizational chart does not identify a position whose focus is teaching and learning, financial challenges impede hiring</li> </ul>	<ul style="list-style-type: none"> <li>• Current school district organizational chart does not identify a position whose focus is teaching and learning, financial challenges impede hiring</li> </ul>

# Strategies Toward Improvement

- Improved Graduation Rate (from 56.7% in 2014 to 73.3% in 2015)
- Improved Accuracy in Reporting of Data
- Overall forward movement academically at JES & JCMHS (JES 2 percentage points from letter grade of C; JCMHS improved from letter grade F to D)
- Acceleration points (CTE) to positively impact 2016-2017 school grades
- Implementation of new accounting system to ensure fiscal accountability
- Assignment of instructional leader with proven record of effectiveness to oversee JES and JCMHS for seamless growth in student academic performance
- Implementation of Kagan structures across the district
- Academic accountability grades Kindergarten – 2 (new assessment)
- Effort to secure district-level support for teaching and learning
- Establishment of a district-level team to support teaching and learning

# Strategies Toward Improvement

- Commitment to accountability in all positions, at all levels
- Commitment to improved communication through the establishment of the CAT
- Commitment to offering multi-year contracts to recruit and retain highly effective school administrators
- Commitment to providing recruitment, retention and performance bonuses for school administrators and instructional personnel

# Growth Opportunities

- Improve support for and delivery of standards-based instruction at all levels, especially at grade 3
- Ensure district-level support for teaching and learning
- Promote and ensure competitive salaries for teachers and administrators
- Improve support for all teachers, especially new and beginning teachers
- Build capacity of individuals to serve as school and district leaders
- Improve collaborative partnership with School Board



“

Our greatest glory is not in  
never failing, but in rising up  
every time we fail.

”

Ralph Waldo Emerson

Al Cooksey, Superintendent of Schools

Shirley Washington, Chair, Jefferson County School Board