

Strategic Leadership Plan

Priority Areas	Outcomes	Core Strategies
Inspired Learning	<ol style="list-style-type: none"> Students perform at or above grade level and are ready for post-secondary success <ul style="list-style-type: none"> KY State Assessments ACCESS (Assessing Comprehension and Communication in English State-to-State) Post-secondary Readiness: ACT, Industry Cert, EOP, Dual Credit Students demonstrate our Profile of a Graduate <ul style="list-style-type: none"> Transition Level Defenses (5, 8, 12) Students and staff show growth in social emotional learning <ul style="list-style-type: none"> KSA (KY Summative Assessment) Student Climate and Culture Survey Social Emotional Learning Rubric 	<ol style="list-style-type: none"> Empower all students as they learn and apply academic competencies. A competency describes knowledge and skills that can be applied to novel, complex situations. Develop students who exhibit SCPS Profile of a Graduate competencies in our schools and in our community. Care for everyone’s social and emotional well-being through teaching and systems of support. Expand curricular and co-curricular opportunities and access for all students.
Inspired Leading	<ol style="list-style-type: none"> Diverse, qualified individuals apply to work in SCPS <ul style="list-style-type: none"> Diversity of teacher and leader applicants by race/ ethnicity) Employees contribute to a positive workplace culture <ul style="list-style-type: none"> IMPACT Survey Huron Studer Education Employee Engagement Survey Employees access meaningful development opportunities <ul style="list-style-type: none"> District-wide professional development activity survey Effective employees choose to stay in SCPS <ul style="list-style-type: none"> Retention/ Turnover Students demonstrate our Profile of a Graduate <ul style="list-style-type: none"> Transition Level Defense 5, 8, 11 	<ol style="list-style-type: none"> Recruit diverse, qualified applicants who exhibit our core values Develop each of our employees to support the Strategic Leadership Plan Retain effective teachers, leaders, and staff
Inspired Living	<ol style="list-style-type: none"> Families engage in partnership with SCPS <ul style="list-style-type: none"> Parent Satisfaction Survey We deliver excellent service to our schools and employees <ul style="list-style-type: none"> Student Engagement Survey District Services Survey Our community supports students’ learning experiences <ul style="list-style-type: none"> Volunteerism Work-based learning experiences Scholarships 	<ol style="list-style-type: none"> Partner effectively with families and our community Develop, monitor, and improve systems to serve our schools, employees, and students Develop and implement a system to model and recognize our core values

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Inspired Learning	Strategy 1: Empower all students as they learn and apply academic competencies
2022 - 2023	<ul style="list-style-type: none"> • Director of Curriculum, Instruction & Assessment will introduce and revise academic competencies and progressions for English/Language Arts, Math, Science, and Social Studies • Curriculum, Instruction & Assessment Coaches will create draft academic competencies for all remaining content areas • Teachers will report on district priority academic standards in Infinite Campus Learning Suite • Students will demonstrate mastery of academic standards through P-12 exhibitions and transition defenses
2023 - 2024	<ul style="list-style-type: none"> • Curriculum, Instruction & Assessment Coaches will introduce and revise academic competencies for all remaining content areas • Teachers will implement academic competencies in instructional planning for English/Language Arts, Math, Science, and Social Studies • Teachers will report on district priority academic standards and Profile of a Graduate (PoG) competencies in Infinite Campus Learning Suite • Students will demonstrate mastery of academic standards through transition defenses • Students will begin to demonstrate mastery of academic competencies in exhibitions of learning
2024 - 2025	<ul style="list-style-type: none"> • Teachers will refine and strengthen the implementation of academic competencies in instructional planning for English/Language Arts, Math, Science, and Social Studies • Teachers will implement academic competencies for all remaining content areas in instructional planning • Teachers will report on academic competencies in English/Language Arts, Math, Science, and Social Studies and PoG competencies in Infinite Campus Learning Suite • Students will demonstrate mastery of academic standards or competencies through transition defenses
2025 - 2026	<ul style="list-style-type: none"> • Instructional staff will utilize all academic competencies in planning instruction and assessment • Teachers will report on academic competencies for all content areas and PoG competencies in Infinite Campus Learning Suite • Students will demonstrate mastery of academic competencies through transition defenses
Annually	<ul style="list-style-type: none"> • District and school leaders will review and revise transition defense criteria to clarify vertical progression

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Inspired Learning	Strategy 2 : Develop students who exhibit SCPS Profile of a Graduate competencies in our schools and in our community.
2022 - 2023	<ul style="list-style-type: none"> • Curriculum, Instruction & Assessment Team will revise district curriculum to include PoG competencies in instruction and assessment • Curriculum, Instruction & Assessment Coaches will develop teacher understanding and use of measurement tools for transition defenses • Curriculum, Instruction & Assessment Team will clarify intentional purpose and best practices for strong advisories around the PoG • SCPS Local Laboratory of Learning (L3) Team will implement the SCPS Profile of a Graduate Communication Plan engaging all community stakeholders • College & Career Education Team will develop community partnerships along the continuum of work-based learning • District and school leaders will develop Student Leadership Challenge district and school teams that reflect the demographics of SCPS • Teachers will include community stakeholders as observers of student learning through transition defenses • Teachers will begin piloting Personalized Learning Plans appropriate for elementary, middle, and high, to be utilized in advisory
2023 - 2024	<ul style="list-style-type: none"> • Curriculum, Instruction & Assessment Coaches will develop teachers' understanding and capacity in instructional design integrating academic standards and PoG competencies • Curriculum, Instruction & Assessment Team will develop a protocol for transition defense panelist training and calibration • College & Career Education Team will increase community partnerships along the continuum of work-based learning • District and school leaders will utilize Student Leadership Challenge teams to integrate students in school and district leadership opportunities • Teachers will include community stakeholders as observers of student learning through transition defenses • Teachers will implement rigorous and effective advisories which increase student agency and can be measured by the PoG • Students (Grades 5-12) will use a new Personalized Learning Plan (PLP) housed on individual student websites
2024 - 2025	<ul style="list-style-type: none"> • Curriculum, Instruction & Assessment Team will implement protocols for panelist training and calibration • District and school leaders will create opportunities for Student Leadership Challenge team members to serve as ambassadors • District and school leaders will assess and calibrate effective advisory structures at the PLC/school level • Teachers will include community stakeholders as assessors of student learning through transition defenses • Teachers will create and calibrate instructional experiences that allow for student agency, exploration and demonstration of academic and PoG competencies • Students will use PLP across classrooms, not just advisory; student agency and ownership of the PLPs demonstrated

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Inspired Learning	Strategy 2 : Develop students who exhibit SCPS Profile of a Graduate competencies in our schools and in our community.
2025 - 2026	<ul style="list-style-type: none"> • District and school leaders will assess and calibrate effective advisory structures, lessons, and protocols across the district • District and school leaders will establish a district student ambassador program for SCPS with key events and positions. • Teachers will provide equitable co-created student learning experiences that allow for instruction and assessment of PoG competencies. • Instructional staff will engage in a reciprocal partnership with all community stakeholders. • Students will demonstrate Profile of a Graduate competencies through transition defenses with highly calibrated panelists and students. • Students will use PLP across the community, not just our schools; student agency and ownership of PLPs strongly exhibited
Annually	<ul style="list-style-type: none"> • Director of Curriculum, Instruction & Assessment and school leaders will communicate the meaning and purpose of competencies and PoG • District and school leaders will review and revise transition defense criteria to clarify vertical progression • SCPS Local Laboratory of Learning (L3) Team will communicate with stakeholders • The district will host Student Leadership Challenge Summit for SCPS students • Students will attain the regional, state, and national student leadership positions

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Inspired Learning	Strategy 3 : Care for everyone's well-being through teaching and systems of support
2022 - 2023	<ul style="list-style-type: none"> • District leaders in this area will provide professional learning around personal and professional well-being (interpersonal and intrapersonal) for all employees • District leaders in this area will gather feedback and strengthen the system of CARE Teams in the district and schools • District leaders in this area will provide professional learning about character and life skills instruction and PBIS framework • District and school leaders will establish PBIS Team to integrate systems with fidelity
2023 - 2024	<ul style="list-style-type: none"> • District leaders in this area will create a system for employees to identify and reflect on strengths and areas of growth in personal and professional well-being • Principals will monitor character and life skills explicit instruction • Teachers will implement character and life skills curriculum with fidelity
2024 - 2025	<ul style="list-style-type: none"> • District leaders in this area will provide growth opportunities in personal and professional well-being for all employees • District and School Teams will coach around character and life skills explicit and embedded practices
2025 - 2026	<ul style="list-style-type: none"> • District and School Teams will combine the evaluation system of PBIS to include self-evaluation and collaborative feedback • Teachers will integrate character and life skills competencies in instructional planning and implementation • Teachers will make connections between character and life skills instruction and PoG • Student representatives will participate as regular members of PBIS teams
Annually	<ul style="list-style-type: none"> • District leaders in this area will provide professional learning around personal and professional well-being during hiring and onboarding • District and School Teams will continue to evaluate systems of PBIS and character and life skills through learning and PBIS rubric, using collaborative walkthrough • District and school staff will implement effective CARE Teams in all schools and departments • Teachers will provide explicit character and life skills instruction through an advisory structure

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Inspired Learning	Strategy 4: Expand curricular and co-curricular opportunities and access for all students
2022 - 2023	<ul style="list-style-type: none"> District and school leaders will assess high school students’ current and desired opportunities District and school leaders will ensure communication of curricular opportunities to each student/family Curriculum, Instruction & Assessment Team will gather baseline data on access and participation in curricular programs and conduct a needs assessment on student desires and community opportunities High school leaders will gather baseline data on participation in current co-curricular programs and identify students who are not accessing current co-curricular programs
2023 - 2024	<ul style="list-style-type: none"> High schools will expand co-curricular activities based on needs assessment District and school leaders will assess middle school students’ current and desired opportunities School leaders will expand curricular programs based on needs assessment School leaders will identify barriers and propose solutions to customize student schedule options All high school students will participate in a co-curricular program
2024 - 2025	<ul style="list-style-type: none"> Middle school leaders will expand middle school co-curricular activities based upon needs assessment All middle school students will participate in a co-curricular program
2025 - 2026	<ul style="list-style-type: none"> Middle and high school leaders will connect each middle and high school student to a co-curricular program School leaders will customize each student's schedule to optimize access to meaningful and relevant opportunities
Annually	

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Inspired Leading	Strategy 1: Recruit diverse, qualified applicants who exhibit our core values.
2022 - 2023	<ul style="list-style-type: none"> • Director of Human Resources will identify who should receive dispositional hiring practices training and content of training • Director of Human Resources will generate a list of current partnerships with Kentucky Colleges and Universities • Director of Human Resources will identify media platforms through which SCPS job opportunities will be marketed
2023 - 2024	<ul style="list-style-type: none"> • Director of Human Resources will provide dispositional hiring practices training for supervisors • Director of Human Resources will identify available adjunct teaching positions for education programs in colleges and universities to engage SCPS staff as recruiters in partner institutions • Director of Human Resources will link other marketing tools to share the advantages of working in SCPS
2024 - 2025	<ul style="list-style-type: none"> • Director of Human Resources will expand dispositional hiring practices training offerings to those on hiring committees at the school and district level • Director of Human Resources and Director of Curriculum, Instruction & Assessment will create a list of opportunities to speak to 2nd and 3rd year education courses and allocate educators to present to the students • Director of Human Resources will conduct job fairs three times a year at colleges, universities and in the community
2025 - 2026	<ul style="list-style-type: none"> • Director of Human Resources will embed processes for dispositional hiring practices training for all hiring committee members and supervisors • Director of Human Resources will establish partnerships with Kentucky colleges, universities, community organizations, and businesses to market job openings • Director of Human Resources will continually market SCPS job opportunities across multiple platforms
Annually	

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Inspired Leading	Strategy 2: Develop each of our employees to support the Strategic Leadership Plan
2022 - 2023	<ul style="list-style-type: none"> • Director of Human Resources will convene a diverse team of employees to develop a systematic plan for onboarding new employees to SCPS • Chief Financial Officer and Director of Human Resources will identify monetary needs for implementation of Phases 1, 2 and 3 of the systematic onboarding plan. Each phase will use a blended approach of both in person and virtual training to be completed within the first 90 days of employment. • Curriculum, Instruction & Assessment and Human Resources Teams will build an expanded/blended on-boarding training for classified staff • Human Resources, Operations, and Curriculum, Instruction and Assessment Teams will determine customized professional learning schedule, growth strands and curriculum for classified employee development, including their role in the Strategic Leadership Plan
2023 - 2024	<ul style="list-style-type: none"> • Director of Human Resources will implement Phase 1 of the onboarding system for certified and classified instructional staff • Human Resources, Operations, and Curriculum, Instruction and Assessment Teams will implement a schedule for customized professional learning for classified employees • Chief Financial Officer and Director of Human Resources will explore expanded on-boarding time for all classified staff
2024 - 2025	<ul style="list-style-type: none"> • Director of Human Resources will revise Phase 1 and add Phase 2 of the onboarding system for operational staff • Human Resources and Curriculum, Instruction and Assessment Teams will implement and revise a more effective personalized professional learning plan for classified employees
2025 - 2026	<ul style="list-style-type: none"> • Chief Financial Officer and Director of Human Resources will revise Phases 1 and 2 of the onboarding system and add Phase 3 which provides for funding for employees to cross-train in other areas of desired growth • Director of Human Resources will implement a systematic review of onboarding and professional development with classified staff • Chief Financial Officer and Director of Human Resources will explore expanded on-boarding time for all staff • Human Resources, Operations, and Curriculum, Instruction & Assessment Teams will customize professional development system for all employees

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Inspired Leading	Strategy 3: Retain effective teachers, leaders, and staff
2022 - 2023	<ul style="list-style-type: none"> • Chief Financial Officer and Director of Human Resources will revise a checklist for all steps to be completed by new hires • Director of Human Resources will expand a mentor program for all new employees including check in at 30 days and 90 days • Director of Human Resources will revise an exit system for all positions with standard methods of measuring reasons why an employee is leaving • Director of Human Resources will create and test a universal survey on Core Values that allows for feedback on personnel as part of SCPS' employee recognition system
2023 - 2024	<ul style="list-style-type: none"> • Public Relations Coordinator will guide all employees to add the Core Values survey link to the bottom of all employee emails and website to facilitate employee recognition • School and department leaders will ensure systems of employee recognition that support employee retention
2024 - 2025	<ul style="list-style-type: none"> • Director of Human Resources will assess and revise the onboarding and mentor program to support new employees
2025 - 2026	<ul style="list-style-type: none"> • See annual actions
Annually	<ul style="list-style-type: none"> • All leaders will learn and practice evidence-based leadership tactics to ensure positive workplace culture • Chief Financial Officer and Director of Human Resources will begin ongoing cycle to review competitiveness of salary and benefits with the budget committee • Director of Human Resources will explore and implement strategies for new hire retention

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Inspired Living	Strategy 1: Partner effectively with families and our community
2022 - 2023	<ul style="list-style-type: none"> • Strategic Communications Team will design an SCPS School Level Marketing Plan • Strategic Communications Team will devise a system to ask for feedback and provide feedback results (students, parents, staff and community) • Public Relations Coordinator will promote SCPS via Marketing Plan • Public Relations Coordinator will convene a team to identify award titles, system of nominations and selection, recognition dates and events and sponsorship opportunities • Chief Financial Officer and Public Relations Coordinator will explore how to develop a sponsorship plan with dollar amounts for district events (i.e. Teacher of the Year, WBL Community Celebration, etc) and begin locating sponsors for these activities • Public Relations Coordinator will determine the platform and system for communicating with parents and families •
2023 - 2024	<ul style="list-style-type: none"> • District and school leaders will implement the SCPS School Level Marketing Plan • Public Relations Coordinator will implement a sponsorship plan with dollar amounts for district events (i.e. Teacher of the Year, WBL Community Celebration, etc.) and locate sponsors for these activities • Public Relations Coordinator will implement and publicize a parent communication plan • Strategic Communications Team will implement the SCPS survey and feedback system
2024 - 2025	<ul style="list-style-type: none"> • Public Relations Coordinator will revise the SCPS School Level Marketing Plan • Public Relations Coordinator will lead recognition and celebration of excellence through community-sponsored events
2025 - 2026	<ul style="list-style-type: none"> • District and school leaders will utilize the SCPS Schools Marketing Plan • Public Relations Coordinator will plan for the expansion of coaches/sponsors' recognition through additional community-wide awards banquets (Arts, Athletics, Agriculture) • Public Relations Coordinator will revise the parent communication plan based on recent feedback • Strategic Communications Team will review and revise the SCPS survey and feedback system
Annually	<ul style="list-style-type: none"> • Public Relations Coordinator will update and publicize school events on the district living calendar • Strategic Communications Team will continually expand inclusion of family engagement activities on the living calendar/ website calendar • District and school leaders will coordinate with school and community groups to publicize and provide resources through family engagement activities • Director of Student Services and Family Resource Coordinators will review, update and publicize information regarding community support organizations • School leaders and Family Resource Coordinators will utilize community resources to serve and support families and students

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Inspired Living	Strategy 2: Develop, monitor, and improve systems to serve our schools, employees, and students
2022 - 2023	<ul style="list-style-type: none"> • Assistant Superintendent of Operations and Director of Facilities will identify, evaluate, and select a platform for the Facility Use Agreement (FUA) process and pilot with at least one location • Assistant Superintendent of Operations and Chief Financial Officer will explore available tools and make a selection for a short satisfaction survey link to be included in all communications from operations staff • Assistant Superintendent of Operations will develop a plan to initially review all policies and procedures and conduct a systematic review of board policies/procedures to ensure systems align and identify needed improvements to be completed in Years 1-4 of Strategic Leadership Plan • Assistant Superintendent of Operations and Chief Financial Officer will develop protocols, implementation guidance, and ongoing training plan for all processes in operations and implement training
2023 - 2024	<ul style="list-style-type: none"> • Assistant Superintendent of Operations and Director of Facilities will expand implementation of the Facilities Use Agreement system • Assistant Superintendent of Operations and Chief Financial Officer will begin implementation of short satisfaction link in all communications from operations staff • Assistant Superintendent of Operations will improve the work order system with workflow capability • Director of Curriculum, Instruction & Assessment will develop protocols and implementation guidance, and ongoing training plan for all processes in academics and implement training • Director of Student Services will develop protocols and implementation guidance, and ongoing training plan for all processes in student services and implement training
2024 - 2025	<ul style="list-style-type: none"> • Assistant Superintendent of Operations and Chief Financial Officer will continue implementation of satisfaction surveys and improvements in response to feedback • Director of Human Resources will develop protocols and implementation guidance, and ongoing training plan for all processes in human resources and implement training
2025 - 2026	<ul style="list-style-type: none"> • Assistant Superintendent of Operations and Chief Financial Officer will fully implement a system of satisfaction surveys with results provided to administration for decision-making • Senior Leadership Team will develop protocols and implementation guidance for any processes remaining in need of improvement and identify appropriate leader(s) to develop an ongoing training plan and implement training • Senior Leadership Team will determine a systematic way to revise and update procedures and protocols on an ongoing, consistent schedule that applies a Plan, Do, Study, Act improvement approach
Annually	<ul style="list-style-type: none"> • Assistant Superintendent of Operations and Chief Financial Officer will lead a task force to regularly review Safe Schools system and make revisions as necessary, including training modules

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Inspired Living	Strategy 3: Develop and implement a system to model and recognize core values
2022 - 2023	<ul style="list-style-type: none"> • Senior Leadership Team will meet with all work sites to share Core Values • Senior Leadership Team will ensure that Core Values are added to evaluation training/Safe Schools menu/signatures • Public Relations Coordinator will create a video for SCPS website to share Core Values from all different role groups to show consistency across all employee expectations • Public Relations Coordinator will ensure that Core Values are included on staff ID badges • Public Relations Coordinator will coordinate bi-monthly Core Values awards system and develop system for tracking all recognitions • Public Relations Coordinator will provide posters of staff exemplifying Core Values • Human Resources Director will communicate and use Core Values in recruiting, onboarding and exit interviews • Assistant Superintendent of Operations and Director of Facilities will coordinate Core Values banners at all venues and signage on appropriate vehicles • District and school leaders will develop specific strategies for modeling and acknowledging Core Values at work sites
2023 - 2024	<ul style="list-style-type: none"> • Public Relations Coordinator will update SCPS website to share Core Values from all different role groups to show consistency across all employee expectations
2024 - 2025	<ul style="list-style-type: none"> • Public Relations Coordinator will create a system to capture feedback about our Core Value behaviors on work orders, emails, etc. and analyze data for improvement • Public Relations Coordinator will develop a system for communicating with families and community partners about Core Values
2025 - 2026	<ul style="list-style-type: none"> • Senior Leadership Team and Public Relations Coordinator will further define how families and partners can acknowledge SCPS employees' displaying Core Values
Annually	<ul style="list-style-type: none"> • Superintendent will include Core Values in Opening Day activities and conduct Closing Day Core Values recognitions • Superintendent and Public Relations Coordinator will include a focus on Core Values in Friday Videos • Starting in Year 2, Senior Leadership Team will meet with all work sites and follow-up with new employees to reinforce Core Values