





But before we get there, we'd like to share a story.

A story about Jefferson Parish.

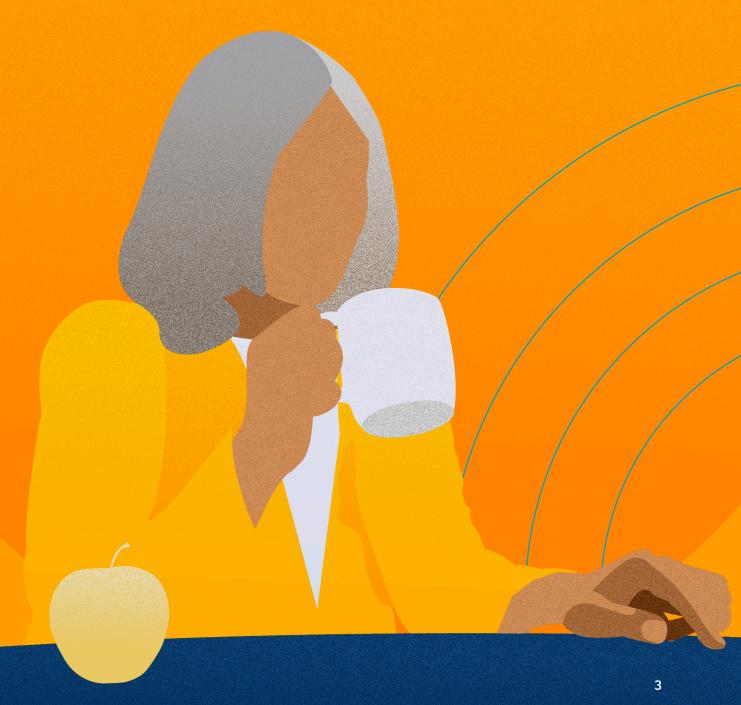
A story about what is possible.

A story about us.

Meet Sophia.

Sophia is retired after working for many years in Jefferson Parish Schools as a paraprofessional, teacher, and principal.

She truly believes "we love, we learn, we lead" and that students deserve an education to help them succeed in life and make our world a better place.



One morning, Sophia was having an early breakfast with her son. She felt sad that for the first time in over

She felt sad that for the first time in over 30 years, she wouldn't be spending the first day of school welcoming her new students.



"You know something, Christopher," Sophia said to her son.

"I sometimes wonder if I made a difference in children's lives."



"Remember when we ran into Joshua at Gretna Fest?"

"He loved your cooking club in elementary school. You also later encouraged him to take those career and technical education classes."

"After he graduated, he couldn't wait to open his now successful restaurant in Bucktown that brings joy to the community and provides jobs for other families."

"You mattered to Isabella."

"When you saw her at the Mardi Gras parade, she told you it was your tutoring in 8th grade that helped her catch up in math and science."

"Once you helped her figure things out, she developed a love for those subjects. It's what made her decide to go to medical school and become a doctor here in Jefferson Parish."





"He said you were the reason why he works so hard to restore our coasts. When he was in third grade, you invited a councilwoman to come talk to the class and assigned them an erosion project."

"Jayden said the project pushed him to read more on the subject and want to change the world. Today he is the director of his own coastal restoration team."



"What about Ashley, the woman you sat next to at the Saints game?"

"She reminded you of all of the different roles you gave her in your pre-k class, like line leader."

"They developed her leadership skills so she could become a police officer." "Remember Emily, who we saw at your school's groundbreaking ceremony? She's now president of the school's Parent Teacher Organization."

"She thanked you and said it all began when you gave her tips on how to study math with her child."

"You made her realize the difference families and community members can make."



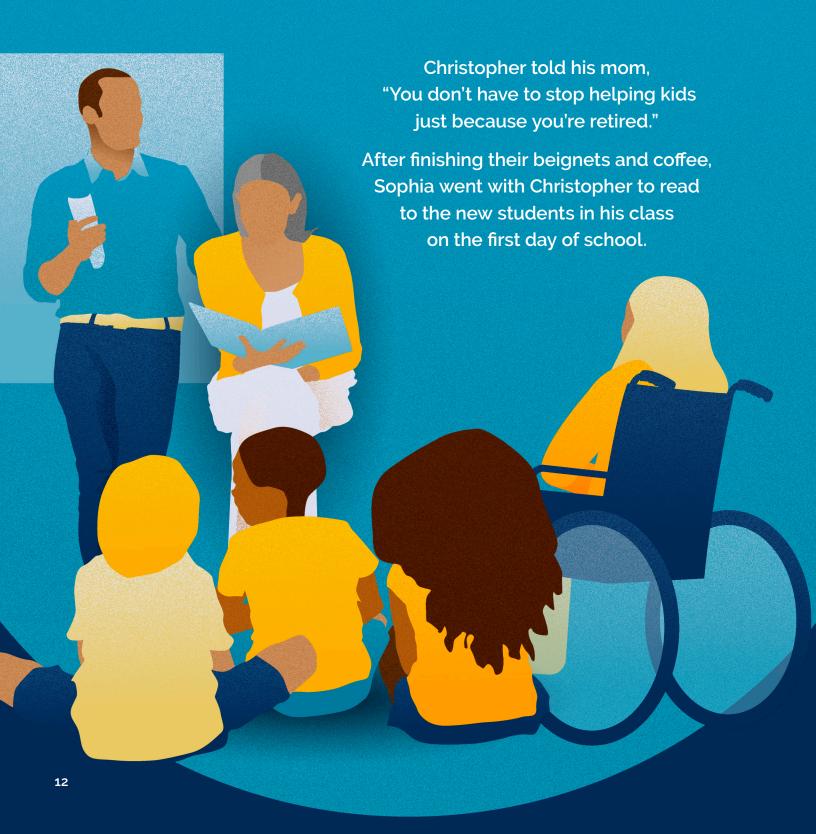


"I've watched you serve others my entire life."

"You helped me understand why education is so important for kids and our community."

"You are why I decided to become a teacher."

Sophia realized she HAD made a difference!



Like Sophia, we all have a role to play in moving our kids forward.

A strong public school system benefits the entire community. If you live or work in our parish, the success of our schools matter.

Regardless of their beliefs, identity, address, skin color, citizenship, ability, gender, or their family's income, all students deserve an education to help them succeed in life and make our world a better place.

Keep reading to learn how we're going to work together in Jefferson Parish to create the best education and future for our kids and our community.

Why do we exist?

We provide the education our students deserve to succeed in life and make our world a better place.



How do we behave?

WE LOVE

- We love our students.
- We love our colleagues.
- We love our work.
- We love our opportunity.

WE LEARN

- We learn by having high expectations for all students.
- We learn to ensure learning for all students through access to rigorous content, deep engagement, and strong instruction.

WE LEAD

- We lead students to have opportunities to develop their leadership skills.
- We lead using servantleadership tenets within our organization.
- We lead the region, state, and nation as a model for educational excellence.
- We lead as a proof point of successful urban education.



Why is this important?

When students graduate high school, they are more likely to:

- Have a great and fulfilling job
- Earn a higher income
- Enjoy a healthier life
- Live longer
- Be a strong role model
- Be a responsible citizen

And our community is more likely to have:

- A quality workforce
- A stronger economy
- Healthier citizens
- Families that come and stay
- Businesses that come and stay
- Higher property values
- Safer neighborhoods
- A stronger military

If students do NOT graduate high school, they are more likely to:

- Be unemployed
- Live in poverty
- Have a shorter lifespan
- · Be incarcerated

And our community is more likely to have:

- A less skilled workforce
- A weaker economy
- Less healthy citizens
- Families that either leave or never come
- Businesses that either leave or never come
- Lower property values
- Unsafe neighborhoods
- A weaker military

How will we know if we succeed?

Cohort araduation rate

NOW

2024

71.8[%]

90%

CTF credentials

NOW

2024

4,578

9,156

Hours of eligible college credits earned

NOW

2024

6,598

10,000

Workforce Ready students

NOW

2024

577

1,154

Average ACT composite score

NOW

2024

18.7

20

LEAP 2025 Basic Plus

NOW

2024

66%

100%

LEAP 2025 Mastery Plus

NOW

2024

37%

50%

Entering 10th grade sufficiently credited

NOW

2024

76.3%

95%

8th Grade Math Basic Plus

NOW

2024

38%

100%

8th Grade **ELA Basic Plus**

NOW

2024

60%

100%

8th Grade Math Mastery Plus

NOW

2024

15%

50%

8th Grade **ELA Mastery Plus**

NOW **35**% 2024

50%

3rd Grade Math Basic Plus

NOW

2024

70%

100%

3rd Grade **ELA Basic Plus**

NOW

2024

64%

100%

3rd Grade Math Mastery Plus

NOW

2024

42%

50%

3rd Grade **ELA Mastery Plus**

NOW

2024

43%

50%

Meeting PreK TS Gold expectations

NOW

2024

93[%]

98%

District Performance Score

NOW

70.6 C

2024

100 A

3-8th Grade Math & ELA Basic Plus

NOW

2024

62%

100%

3-8th Grade Math & ELA Mastery Plus

NOW

2024

34%

50%

Students' discipline referrals

NOW

2024

56,343

45,074

Daily student attendance rate

NOW

2024

93%

95%

Students identified as gifted and talented

NOW

2024

2,629

5,258

Top-rated teachers retained

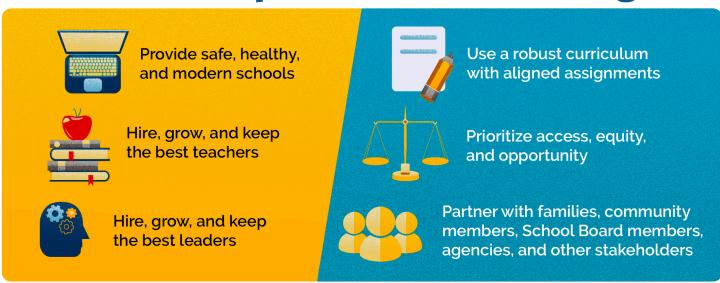
NOW

2024

82%

90%

What is most important to achieve our goals?



Priority 1: Provide safe, healthy, and modern schools

Action	Action Step
Have safe and positive school environments	 Utilize a restorative practices approach throughout the district Utilize a trauma-informed approach throughout the district Implement a common discipline matrix across schools Use In-School Suspension (ISS) to mediate, reteach, and build students' character Create an off-site suspension program to reduce at-home suspensions and build students' character Utilize the Leader In Me program to promote student leadership and character building Implement the Speak Up program in our high schools Utilize School Resource Officer program Collect, review, and share student discipline data Enforce single point of entry model on each campus Conduct annual trainings to support staff when responding to a crisis or threat on our campuses Conduct crisis intervention training with students and staff Utilize a digital system to provide real-time information about who is in the building
Have healthy and comfortable school environments	Ensure schools are clean and well-maintainedEnsure schools have safe drinking water and quality airContinue to provide nutritional eating programs
Have modern schools	 Earn public support to fund the Master Facilities plan as approved in 2018 Implement energy conservation and recycling measures

Priority 2: Hire, grow, and keep the best teachers

Action	Action Step
Identify vacancies early	Conduct Intent to Return processGather feedback from exiting teachers
Hire teachers early	 In partnership with the Jefferson Federation of Teachers (JFT), continue Quality from the Start initiative and target recruitment areas by teacher demographics, schools, and content areas Conduct strategic staffing trainings with principals and hiring teams Use teacher profile when making talent decisions
Onboard teachers well	Strengthen and expand Embark, our new teacher onboarding model
Utilize a teacher pipeline	 Implement a year-long residency teacher training program that certifies teachers in-house Strengthen support staff-to-teacher pipeline Select and utilize high-quality mentor teachers

Provide teachers timely, actionable feedback and meaningful, job-embedded professional development	 Expand National Institute for Excellence in Teaching (NIET) model of full System for Teacher and Student Advancement (TAP) schools or NIET Best Practices schools Implement the TAP instructional rubric district-wide to drive instructional practices Use walkthrough observation evidence to provide differentiated professional development through cluster meetings Design a balanced academic calendar that supports district priorities and minimizes students' summer learning loss
Give teachers leadership opportunities	 Strengthen our teacher leader program, <i>Ignite</i> Provide multiple career pathway opportunities for teachers Ensure Instructional Leadership Teams (ILTs) promote teacher leadership
Have a meaningful goal setting process for teachers	 Implement common assessments and use data to drive learning Ensure teachers focus on individual students when setting Student Learning Targets (SLTs) Set individual teacher goals to promote professional growth
Celebrate teachers	 Partner with the community to host an annual celebration that recognizes and honors our Highly Effective teachers
Pay teachers well	 Have a competitive compensation system that values effective teaching Compensate teachers who take on additional leadership responsibilities Ensure teachers have the supplies needed to be successful in their classrooms Pay substitute teachers well

Priority 3: Hire, grow, and keep the best leaders

Action	Action Step
Identify vacancies early	Conduct Intent to Return process with leadersGather feedback from exiting leaders
Hire leaders early	Utilize a standardized leader hiring processUse leader profile when making talent decisions
Onboard leaders well	Host a new leaders' bootcampProvide new leaders year-long onboarding support
Utilize a leader pipeline	Strengthen our aspiring leaders' program, Operation: LEAD
Provide leaders timely, actionable feedback and meaningful, job-embedded professional development	 Expand National Institute for Excellence in Teaching (NIET) model of full System for Teacher and Student Advancement (TAP) schools or NIET Best Practices schools Implement the TAP instructional rubric district-wide to drive instructional practices Use multiple sources of evidence to provide differentiated professional development through leader cluster meetings Ensure Instructional Leadership Teams and cluster meetings follow NIET protocol Use quarterly data reviews to ensure schools are tracking towards goals Collaborate with the Jefferson Association of Public School Administrators (JAPSA) to provide ongoing and relevant professional development
Have a meaningful goal setting process for leaders	 Implement common assessments and analyze data to drive learning Ensure leaders focus on individual teachers when goal setting Set individual leader goals to promote professional growth
Celebrate leaders	 Partner with the community to host an annual celebration that recognizes and honors our Highly Effective leaders
Pay leaders well	Have a competitive compensation system that values strong leadership

Priority 4: Use a robust curriculum with aligned assignments

Action	Action Step
Have top quality curriculum	 Keep the same top quality curriculum for five years Follow state guidelines for use of curriculum Purchase ample Tier 1 materials for all content areas
Support educators to use curriculum	 Be experts at using the top quality curriculum Support teachers to scaffold up or extend above the curriculum based on students' needs Strengthen and expand <i>Ignite</i>, our teacher leader fellowship Conduct vendor and district-level professional development for leaders and teachers Build capacity with district-level trainers Have the resources and technology needed to deliver the adopted curriculum Provide our <i>Teacher Support Menu</i> to meet teachers' requested needs Utilize the 3-Dimensional Coaching framework to develop our physical education and athletic staff
Ensure curriculum is used as intended to meet the needs of all students	 Use a district assessment framework to drive planning and instruction for educators Use district common assessments that are standards-aligned and grade appropriate Use a standardized walkthrough process and online evaluation tool Provide actionable feedback and professional development based on data collected from benchmark assessments and classroom observations Provide professional development to paraprofessionals
Allow students to own their learning	 Implement a goal-setting process for students and teachers to track progress together Implement a standard protocol for student-led conferences
Ensure students know how to read	 Ensure quality core reading instruction Implement a standard protocol for literacy intervention and extension Incentivize reading through community partnerships
Ensure high expectations for students	 Through family, agency, and community partnerships, implement initiatives to increase daily student attendance Standardize instructional leadership positions and job descriptions across all schools Establish and communicate Teaching and Learning framework and align instructional methodologies, programs, curriculum, instruction, professional development, and assessments to the framework
Create schedules that maximize learning	Create standardized and efficient school schedules that optimize intervention and common planning for job-embedded professional development

Priority 5: Prioritize access, equity, and opportunity

Action	Action Step	
Ensure resources match priorities	 Implement an equity and priority-based budget and staffing process Ensure federal fund expenditures align to district priorities and initiatives Review vendor contracts annually to assess academic return on investment 	
Provide quality PreK seats	 Increase quantity of PreK seats across the district Provide quality early childhood education programs Align PreK programming to K-2 initiatives and expectations 	
Provide academic and enrichment opportunities for PK-8th grade students	 Strengthen opportunities for the arts and Foreign Language to honor our region's culture Provide equitable access for high school Carnegie Units to be earned in middle school Advance the PK-8 model to increase student retention, improve student outcomes, and limit student transitions 	
Provide academic and enrichment opportunities for high school students	 Ensure equitable access to meaningful Advanced Placement, International Baccalaureate, Dual Enrollment, Honors, and College Level Examination Program (CLEP) offerings for all students Provide students support and opportunities to gain college-level scores on the ACT Provides students opportunities for blended learning approaches Ensure Career & Technical Education (CTE) programming reflects industry needs Support more students to earn career certifications and credentials Partner with local universities to create automatic acceptance programs Partner with local community members to increase internships and mentorships Ensure all students complete Free Application for Federal Student Aid (FAFSA) Offer a personal financial literacy program for all high school students 	

Support diverse and struggling learners

- Identify needed intervention quickly for all struggling learners and provide the intervention through core content classes as much as possible
- Expand dual language programming
- Implement English Language Learners (ELL) coach program across all schools
- · Utilize an onboarding program for students new to the country
- Implement individualized learning plans for ELL students
- Conduct a comprehensive review of special education support and processes and implement needed changes
- Utilize external partnerships with mental health agency providers
- · Create offices at every school for mental health providers to support our staff and students
- Reimagine alternative education to serve our students in the most supportive and least restrictive environment
- · Provide therapeutic settings for students who need it
- Offer targeted schools mini-grant opportunities for creative programming to enrich the student experience

Support struggling schools

- Utilize talents from all units to identify and align support for Transformation schools
- · Utilize an onboarding and transition process for Transformation schools
- Use differentiated staffing for Transformation schools
- · Ensure the Transformation Advisory Council solicits community resources and advises our work

Priority 6: Partner with families, community members, School Board members, agencies, and other stakeholders

Action	Action Step
Ensure people's voices are heard and utilized	 Utilize Superintendent's Councils for students, parents, teachers, principals, and Special Education Conduct Discovery Days Send and use annual student, family, teacher, leader, and central office surveys Ensure the district's communication structure supports priorities Tell stories about our students, educators, schools, and district in a meaningful, fun, and relevant way Ensure inclusiveness for our charter school partners
Ensure families understand students' progress towards capstones	 Ensure the practices, expectations, and policies of reporting student progress give families timely, actionable information that's clear and easy to understand Communicate with families via school newsletters that highlight students' social, emotional, behavior, and academic progress Provide web-based curriculum resources for families to support students at home Establish and strengthen Parent Teacher Organizations (PTOs) at schools
Give the community opportunities to support students and schools	 Implement an Adopt-A-School program for the community to partner with and support individual schools Strengthen "The 128", our community recognition program for key supporters Utilize a star speaker repository that consists of alumni, community, and business members Host two semi-annual breakfasts for legislators and the business community When possible, coordinate with governmental agencies to maximize efficiency
Have a collaborative and supportive staff	 Utilize systems and schedules for monitoring success towards capstones and goals Share progress to the district's goals on a regular basis Have a shared vision of the role and ongoing work of central office to support schools Have an annual shared internal calendar Conduct regular customer service trainings for support staff Provide opportunities for central office staff members to collaborate and celebrate
Have a knowledgeable and supportive School Board	Create and send weekly board updateConduct semi-annual board professional learning sessions
Make it easy for people to share information and collaborate	 Modernize websites and email system Have a clear and modern brand Utilize digital signature system to create more efficiencies and better workflow

· Modernize technology and have a rotation for technology upgrades

What does success look like?

Graduate Profile



KNOWLEDGEABLE

- · Proficient in all standards
- Successfully completes financial literacy program
- Demonstrates creativity and innovation in the arts, technology, and sciences
- Attempts to achieve the highest score possible on the American College Test (ACT) or WorkKeys Assessment

PERSISTENT LEARNER

- · Successfully completes Industry-based certification
- Displays perseverance and commitment in attendance, promptness, and work ethic
- Participates in job-shadowing and/or college tour activities

COMMUNICATOR

- Effective in written and oral communication
- Exhibits self-control and self-discipline when communicating with others

ENGAGED CITIZEN

- · Participates in school and community activities
- · Demonstrates compassion to others
- · When eligible, registers to vote
- Volunteers to make the community a better place
- · Follows school, district and state rules/laws
- Exhibits integrity

Teacher Profile

IMPLEMENTS HIGH QUALITY INSTRUCTION

- Knowledgeable in content and presents content in a meaningful and relevant way
- Develops strong plans for instruction based on current standards and students' needs
- Implements high-quality materials and resources
- Engages all students with hands-on learning and allows students to own their learning
- Provides effective questioning and feedback that enhances student learning
- Caters to different types of learners and differentiates instruction based on individual student needs
- Regularly uses student work and student data to drive instruction

LEADS THE LEARNING ENVIRONMENT

- Builds strong relationships with students
- · Has high expectations for all students
- · Fosters a safe, respectful, and caring culture
- Organizes and manages classroom protocols and procedures to be conducive to learning
- · Motivates students to succeed

ACTS PROFESSIONALLY AND ETHICALLY

- · Collaborates well with other teachers and staff
- Partners with families and other stakeholders to help students succeed
- · Treats everyone with respect
- Willing to grow professionally and owns his/her learning
- Reflects on a regular and ongoing basis to ensure relevant and meaningful practices

Principal Profile

INSTRUCTIONAL LEADER

- Develops and articulates a shared vision for excellence
- Establishes measurable academic expectations for all students
- Implements curriculum with fidelity in every classroom
- Ensures instructional improvements through clusters
- Provides actionable feedback and follow-up to improve

PROFESSIONAL GROWTH LEADER

- Recruits and recommends the best candidates for employment
- Models adult learning, continuous improvement, and professionalism
- · Develops staff members
- Ensures quality (instruction, safety, cleanliness, etc.) throughout the school

STRATEGIC MANAGER

- · Facilitates a clear academic strategy for each year
- · Aligns resources to primary goals and initiatives
- · Delegates tasks to distribute leadership
- · Builds culture of consistent feedback for improvement

ETHICAL LEADER

- · Represents school and district with integrity at all times
- Treats everyone with respect
- Adheres to both applicable laws & School Board policy
- Accepts moral responsibility and acts with urgency for stronger academic outcomes
- · Has high expectations for all students

CULTURE LEADER

- Creates a noticeable school culture of academic excellence
- Fosters meaningful relationships with students and employees
- Provides both a positive support system and delivery of consequences fairly
- · Supports extra-curricular activities and clubs
- Embraces parent involvement
- Addresses the cultural, language, socioeconomic, and learning diversity in the school community

School Board Member Profile

- · Adopts and implements a shared vision of success
- · Understands and adheres to their role
- Has high expectations for all students
- Focuses action on student achievement
- Supports the superintendent to exercise the role of CEO and instructional leader
- Ensures staff members feel supported to take risks
- Understands the district's priorities and goals and how to support them
- Challenges the community to focus on student outcomes, see the positives, and adequately fund our work

Community Partner Profile

- Recognizes students need multiple sources of support to succeed in school and in life
- Believes in supporting every student's success
- Commits and provides time, resources, and services to schools and students

- Builds meaningful and ongoing relationships with students, families, and staff
- Communicates regularly with school's staff regarding student outcomes, goals, and any unexpected issues.
- · Champions the work of students, families, and staff

Our Students

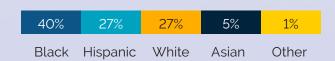
Approximately 50,000 Students

82%

are economically disadvantaged

18%

have exceptionalities



14% with limited

with limited English proficiency







Thank you to the students, families, employees, community members, and School Board of Jefferson Parish Schools who provided support and insight to shape this plan.



Dr. Cade BrumleySuperintendent

JEFFERSON PARISH SCHOOL BOARD

Mark C. Morgan	District 1
Ricky Johnson, Sr	.District 2
Tiffany Kuhn	.District 3
Clay Moïse II	District 4
Simeon Dickerson	District 5
Larry N. Dale	District 6
Billy North	District 7
Chad Nugent	District 8
Sandy Denapolis-Bosarge	District o