

ACHIEVING EXCELLENCE TOGETHER



BOONE COUNTY SCHOOLS

STRATEGIC PLAN 2023 - 2028

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**Boone County
Schools**
Achieving Excellence Together

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LETTER FROM THE SUPERINTENDENT



When I joined the Boone County Schools in 2002, I immediately knew that our school district was very special. I was truly inspired and privileged to serve our community and to work alongside so many talented education professionals. Over the years, the people of Boone County and our Board of Education have lived up to our school district motto of "Achieving Excellence Together" by showing an incredible commitment to support our children, our schools, and our employees.

This high level of support is seen in each of 28 unique schools and programs and also in our relationships with leaders in the Northern Kentucky region, the Commonwealth of Kentucky, and across the country.

The Boone County Schools are committed to ensuring every student is college, career, and life ready. Each day, our employees are preparing 20,000 students to be ready for the pathway of their choice - college, career, or the military. Our schools offer strong programs for all students, beginning with a solid academic foundation, and providing opportunities for exploration in the arts and humanities and STEM (Science, Technology, Engineering, Mathematics), in addition to technical training in a variety of skilled trades, such as welding and metal fabrication.

Our internal assessments, as well as state and national assessments, indicate the great work and performance of our students and staff. However, a close analysis of our students' performance data reveals that we must continue to improve as some student groups should be achieving at higher levels. Many positive measures validate our hard work and additional challenges are closely monitored as we continue to help our students grow.

This new 5-year strategic plan is the result of extensive collaboration, input, and analysis from stakeholders across our district that include parents, students, teachers and school administrators, school board members, business and community members, faith leaders, and post-secondary education leaders. Their work was complemented by the feedback provided by the Business Leader Roundtable group, my Superintendent's Student Advisory Council, the Boone County Fiscal Court, the Florence and Union City Councils, and the Florence Rotary Club. We believe that our strategic planning work is stronger thanks to the many voices that were included as the plan was developed.

The strategic plan embodies our shared vision for the future and outlines clear goals, strategies, and action steps to achieve excellence in education. By focusing on these key areas, we aim to create an environment that fosters academic success, personal growth, and community engagement.

As we embark on this journey, we recognize that success requires the collective effort of educators, parents, students, and community members. Your active participation and support will be instrumental in reaching our shared goals. We need your help to extend learning for all students beyond the four walls of our classrooms. I encourage each of you to review the plan and consider how you may get involved and help create a positive impact on our students, our schools, and community.

Sincerely,

A handwritten signature in black ink that reads "Matthew L. Turner". The signature is written in a cursive, flowing style.

MATTHEW L. TURNER, SUPERINTENDENT
Boone County Schools

LETTER FROM THE SCHOOL BOARD



I have proudly served as a Boone County School Board member for nearly 30 years. And in those three decades I've had the privilege to watch this district celebrate numerous successive firsts, becoming the leader of innovative education in the Commonwealth of Kentucky.

We were the first to have a Student Representative elected by their peers to sit on the Board of Education, the first in Kentucky to have a Superintendent's Student Advisory Council

that the student rep presides over, and the first in our region to create college and career pathway programs for our students with our Northern Kentucky colleges and universities. Every year, we have many high school

seniors graduating with a diploma and a college associate degree at the same time. We were the first in our state to create a MakerSpace. And the first in the state to expand that MakerSpace into the IGNITE Institute for innovative expanded learning opportunities for our students.

With 15 colleges and universities within a 50-mile radius of Northern Kentucky, Boone County is a community that invests heavily in our student's future success beyond our classrooms.

I say with great pleasure that these achievements are the result of the alignment of the district and community stakeholders, working together for two years to create a strategic advantage for our students with innovative practices. The result is our new Strategic Plan tailored to the current needs of our students and the future priorities and desires of our business and family community.

KAREN BYRD, CHAIRPERSON
Boone County Board of Education



"I like the idea and concept of prioritizing. What do we do first and then next? We can't do it all at once."

ABOUT BOONE COUNTY SCHOOLS



DISTRICT MISSION

Representing and in partnership with our stakeholders, the Boone County School District recognizes that all children can learn and dedicates itself to providing a challenging educational environment that allows each student to achieve his or her highest potential as a learner and citizen.

DISTRICT CORE VALUES

- Academic excellence
- Lifelong learning and continuous improvement
- Shared responsibility
- Respect and equal access for all students
- Stakeholder empowerment and engagement
- Preparing next generation learners

DISTRICT VISION

Every graduate ready for college, career, and life.

WE BELIEVE

Our foundational commitment is to encourage and inspire our students through education to become contributing citizens of the world. We celebrate our diversity. We reject hate. We strive for equity. We reject unfairness. We are inclusive. We reject division. We believe in the strong character that unites our students, employees, and the community. These core beliefs are central to Boone County Schools achieving excellence together.

DISTRICT THEORY OF ACTION

If Boone County Schools operate as Professional Learning Communities focused on high quality instruction for the 21st century, then teaching, learning, and student performance will improve for every student in every classroom every day.

PORTRAIT OF A GRADUATE



**Boone County
Schools**
Achieving Excellence Together

COMMUNICATION

An Effective Communicator Can...

- Articulate thoughts and ideas effectively using oral, written, and nonverbal communication skills in a variety of forms and contexts.
- Listen effectively to interpret meaning, including knowledge, values, attitudes, and intentions.
- Use communication for a range of purposes and audiences (e.g. to inform, explain, motivate, and persuade).
- Engage in appropriate communication to resolve disagreements peacefully and productively.
- Understand, negotiate, and balance diverse views and beliefs to reach workable solutions.
- Demonstrate awareness, sensitivity, concern, and respect to connect with others' feelings, opinions, experiences, and culture.
- Leverage appropriate technology tools to consume, create, communicate, and connect for authentic purposes.

COLLABORATION

A Strong Collaborator Can...

- Honor and leverage strengths to build collective commitment and action.
- Enrich the learning of both self and others.
- Seek, contribute, and respond to feedback to achieve collective outcomes.
- Explore diverse perspectives and contributions.

LEARNER'S MINDSET

A Life-Long Learner Can...

- Embrace curiosity to experience new ideas.
- Possess a lifelong desire to learn, unlearn, and relearn.
- Find and maximize opportunities to actively listen and obtain diverse perspectives from others.
- Develop positive attitudes and beliefs about learning.
- Apply critical thinking that is clear, rational, open-minded, and informed by evidence.
- Eagerly explore the world, and inquisitively seek answers and understanding.
- Demonstrate persistence and resiliency in overcoming challenges.
- Demonstrate flexibility when adapting to various roles and situations.
- Identify, evaluate, and prioritize solutions to difficult or complex situations.

GLOBAL CITIZENSHIP

A Global Citizen Can...

- Value and embrace diverse cultures and unique perspectives through mutual respect and open dialogue.
- Demonstrate empathetic and ethical responsibility in personal, civic, social, local, and global issues.
- Contribute productively in civic and social participation and in the global economy.
- Demonstrate a commitment to equitable practices.
- Contribute to local, regional, national, and global communities.
- Participate in individual and collective responsibilities that benefit the environment.
- Exercise the civic rights and responsibilities of citizenship at local, state, national, and global levels.
- Recognize perceptions, biases, and assumptions about local and global issues in all forms of media.

INTEGRITY

An Ethical Individual Can...

- Adhere consistently to a set of core values that are evident in choices and behaviors.
- Earn others' trust and respect through honest, principled behaviors.
- Act honestly and demonstrate care for the interests of the common good.
- Honor commitments and own the outcomes, whether positive or negative.
- Embrace inclusive practices that honor diverse perspectives.
- Demonstrates integrity in both social and academic situations or settings.



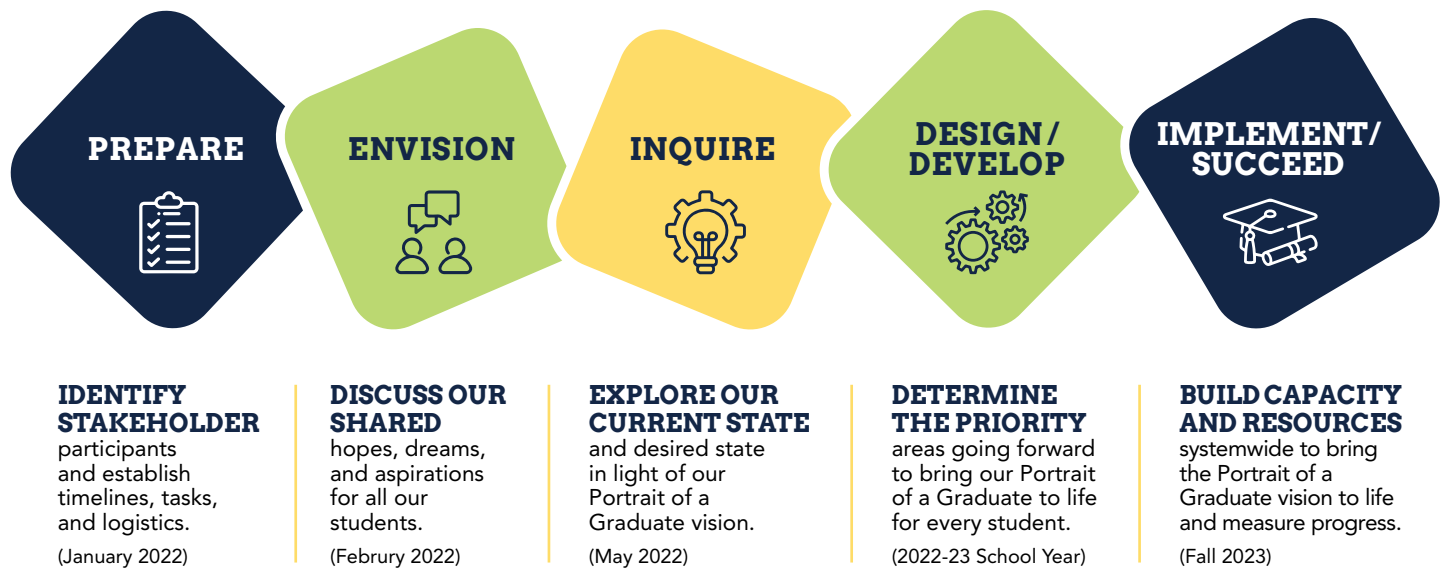


“This plan takes into consideration the whole child and not just their academic abilities.”

OUR PROCESS

BOONE COUNTY SCHOOLS' COMMUNITY MEMBERS, IN CONJUNCTION WITH DISTRICT LEADERSHIP, DEVELOPED OUR PORTRAIT OF A GRADUATE, WHICH SERVES AS THE VISION FOR OUR STRATEGIC PLAN.

This process began in February 2022 and concluded this past winter. This process had over 200 stakeholders participate - parents, community members, students, and educators. We conducted a current state analysis to acquire a balanced portrayal of our present reality and identified priorities that will help our Portrait come to life. From these priorities, we established goals and strategies through an iterative vetting process, constantly using stakeholder feedback to guide their development.



“I love the renewed focus on district goals for student growth. It is exciting as we work to engage teachers and the community.”

“There has been a good amount of varied input from numerous groups, so the plan has a broad perspective.”

GOAL OVERVIEW

GOAL

1

WORLD CLASS EDUCATION

Boone County Schools will provide a world class education to develop essential academic and non-cognitive skills for every student in order for them to be successful in college, career, and in life, and achieve their full potential as lifelong learners and empowered citizens.

GOAL

2

EMPOWERED WORKFORCE

Boone County Schools will develop strategies to recruit, retain, and develop a diverse workforce that aligns with the dispositional and instructional philosophies of the district, in order to provide every student with a world-class education.

GOAL

3

STAKEHOLDER ENGAGEMENT

Boone County Schools will cultivate trust, transparency, and inclusion as we engage our diverse community of stakeholders.

GOAL

4

OPERATIONS & RESOURCE OPTIMIZATION

Boone County Schools will create an effective operational system that supports the optimization of resources and good stewardship to ensure that tools and resources are available for the execution of teaching and learning for every student in all schools.

WORLD CLASS EDUCATION

Boone County Schools will provide a world class education to develop essential academic and non-cognitive skills for every student in order for them to be successful in college, career, and in life, and achieve their full potential as lifelong learners and empowered citizens.

GOAL

1

OBJECTIVE 1A

Boone County Schools will ensure all students are held to high expectations for achievement and will meet or exceed the standards in the district aligned curriculum.

STRATEGIES

- Align district curriculum by collecting teacher feedback annually through the instructional coaches and teacher ambassadors
- Employ inquiry-based instruction and interdisciplinary connections
- Focus on professional learning for school leaders and teachers around curriculum, instruction, and assessment
- Teach metacognitive strategies to students
- Develop opportunities for students to demonstrate evidence of their learning in meaningful and personalized ways
- Utilize the Key Core Work Processes outlined in the Comprehensive District Improvement Plan to analyze and evaluate teaching and learning

OBJECTIVE 1B

Boone County Schools will ensure all students will receive rigorous and engaging instruction via a guaranteed and viable curriculum in every classroom, every day.

STRATEGIES

- Develop and implement consistent instructional frameworks at each level in all schools
- Center the work of the 4 DuFour questions to anchor effective Professional Learning Communities work
- Implement a Multi-Tiered System of Supports (MTSS) that meets the learning needs of struggling learners
- Ensure that diverse populations of students are provided the unique support required to be successful in the classroom

OBJECTIVE 1C

Boone County School's Portrait of a Graduate will develop student graduates who embody and value the competencies of integrity, communication, collaboration, learner's mindset, and global citizenship.

STRATEGIES

- Emphasize synthesis and application of student learning in relevant problem and phenomena-based learning experiences
- Apply school-wide and individual positive supports for every student's academic success and personal growth
- Employ instruction and grading practices that value student growth
- Provide and encourage diverse college, career, and service pathways that meet the full breadth of our students' passions, pursuits, and life readiness

SUCCESS MEASURES

- Implementation of an annual curriculum review and adoption process that is in compliance with Kentucky Senate Bill 1, reduces programming duplication, and reflects fiscal efficiency (1A)
- Implementation of a professional learning plan that is focused on equipping teachers with skills and tools for providing students with cross-disciplinary and inquiry-based education (1A)
- Confirmation of consistent instructional frameworks from data collected by District and school classroom observation walk-through tools (1B)
- Implementation of expanded English Learners supports resulting in an increase of language acquisition and academic content achievement (1B)
- Implementation of expanded preschool supports resulting in an increase in Kindergarten readiness rates (1B)
- Implementation of supports that results in an increase in achievement growth for Gifted and Talented students (1B)
- Implementation of the Kentucky Deeper Learning Grant plan in every school, resulting in student-led defenses of learning relative to the five competencies comprising the Portrait of a Graduate (1C)



EMPOWERED WORKFORCE

Boone County Schools will develop strategies to recruit, retain, and develop a diverse workforce that aligns with the dispositional and instructional philosophies of the district, in order to provide every student with a world-class education.

GOAL
2

OBJECTIVE 2A

Boone County Schools will work to hire personnel to fill all vacant positions.

STRATEGIES

- Publicize all district job vacancies using a variety of traditional and non-traditional methods
- Communicate benefits related to employment with Boone County Schools employees
- Assess terms of employment to determine possible opportunities for flexibility

OBJECTIVE 2B

Boone County Schools will increase staff retention by maintaining competitive work-related benefits and conditions.

STRATEGIES

- Review responsibilities of individual positions and eliminate positions that are not in alignment with the strategic plan
- Complete annually a review of the organizational chart to ensure continued support of instructional and operational needs
- Review regularly the compensation for individual positions (Salary Working Group)
- Recognize employees' service to the district
- Strengthen employee retention through exit interviews and satisfaction surveys

OBJECTIVE 2C

Boone County Schools will increase the percentage of diverse staff to reflect the current student population.

STRATEGIES

- Implement the "Comprehensive Diversity and Inclusion Recruitment and Retention Plan" as developed by the district Diversity, Equity, Inclusion & Belonging Committee
- Develop relationships with diverse local organizations to explore potential partnerships

OBJECTIVE 2D

Boone County Schools will develop a comprehensive employee induction and retention plan.

STRATEGIES

- Collaborate with Learning Support Services to provide quality professional learning and targeted investment in staff capacity
- Create a mentoring program for all new employees
- Develop and communicate career pathways available to employees

SUCCESS MEASURES

- Decrease in the year-over-year unfilled positions (2A)
- Increase the year-over-year retention percentages for all employee groups (2B)
- Increase the year-over-year average score from the Exit/Stay Interview questionnaire areas of Opportunities for Advancement, Performance Appraisals (Evaluations), Physical Working Conditions, Salary, Vacations/Holidays, and Feeling of Belonging (2B)
- Decreases in the year-over-year number of teachers hired via Emergency Certification (2B)
- Decrease in the year-over-year number of unfilled certificated absences (2B)
- Increase the year-over-year percentages of new-hires from minority groups (2C)
- Implementation of a comprehensive employee induction and retention plan (2D)



STAKEHOLDER ENGAGEMENT

Boone County Schools will cultivate trust, transparency, and inclusion as we engage our diverse community of stakeholders.

GOAL
3

OBJECTIVE 3A

Boone County Schools will utilize culturally responsive practices.

STRATEGIES

- Conduct empathy interviews across stakeholder groups
- Establish structures and partnerships that engage diverse families in meaningful ways
- Ensure that essential school-to-home communications are translated into identified home languages
- Ensure that school information and communications are effectively conveyed to stakeholders
- Establish a family engagement advisory council to include parents, school personnel, and community organizations

OBJECTIVE 3B

Boone County Schools will increase and expand community and business partnerships.

STRATEGIES

- Foster relationships with business and community partners, engage in community outreach, and develop alumni connections to strengthen stakeholder engagement
- Utilize websites, social media platforms, e-newsletters, and emails to inform the community, hear from the community, and generate new sources of advocacy
- Continue the Superintendent's District Parent Ambassador Program that will meet to gather feedback and create additional avenues for interaction with stakeholders
- Hold bi-annual business leader roundtables for the purposes of building relationships and showcasing outstanding student and school work
- Pursue collaborative grant opportunities with our business and community partners
- Create partnerships that result in extra-curricular activities for students

OBJECTIVE 3C

Boone County Schools will improve internal and external communication systems.

STRATEGIES

- Explore options to engage in comprehensive two-way communication systems
- Establish faculty and staff focus groups to hear and address specific concerns
- Conduct district wide "what works" virtual meetings by cluster
- Revise the Comprehensive Communications Plan that includes video messaging, social media presence/response, coffee talks, satisfaction, awareness and best methods surveys, and district-wide two-way communications to strengthen engagement

SUCCESS MEASURES

- Essential school-to-home written communications are translated into multiple home languages (3A)
- Implementation of a family engagement advisory council with a charge, stakeholder membership and commitment for increasing family engagement throughout the district (3A)
- Implementation of criteria for family engagement utilizing Title I and other resources (3A)
- Data from family empathy interviews indicate an increase in family engagement (3A)
- Collaboration with the Boone County Education Foundation results in an increase in alumni connections (3B)
- Implementation of business leader roundtables for the purposes of building relationships and showcasing outstanding student and schoolwork (3B)
- An increase in grant applications with an award success rate of 50% or higher (3B)
- Utilization of a two-way communication system throughout the District in every school with a fidelity rate of 100% by year 4 (3C)
- Implementation of a Comprehensive Communications Plan with specific timelines and ongoing activities (3C)



OPERATIONS & RESOURCE OPTIMIZATION

GOAL
4

Boone County Schools will create an effective operational system that supports the optimization of resources and good stewardship to ensure that tools and resources are available for the execution of teaching and learning for every student in all schools.

OBJECTIVE 4A

Boone County School District will align the organizational chart to support the instructional and operational needs of the district most effectively and in alignment with Goals 1, 2, and 3 of the strategic plan.

STRATEGIES

- Define the personnel services necessary to achieve each objective of the strategic plan including direct and indirect supports
- Perform an analysis of the current staffing responsibilities and compare the current state with the desired state of the strategic plan
- Perform an analysis of the responsibilities and cost of external providers to determine if additional district-funded positions would result in the reduction of expenditures for services

OBJECTIVE 4B

Boone County Schools will eliminate redundancy in purchasing of services and/or programs in order to reduce costs and increase financial resources.

STRATEGIES

- Collaborate with Learning Support Services to determine which programs are most effective and eliminate duplication
- Finalize a contract approval process to support the analysis of all contractual purchases in order to facilitate the implementation of bulk purchases for products and services
- Create a centralized purchasing process for operational resources used by all buildings and departments

OBJECTIVE 4C

Boone County Schools will develop the annual budget to reflect strategic priorities.

STRATEGIES

- Engage stakeholders in discussion through the work of the budget committee
- Perform a cost analysis of all major annual expenses and explore alternatives for consideration
- Conduct an annual needs assessment to ensure alignment with the goals and objectives of the strategic plan and the superintendent's and Board of Education's vision for all departments who manage a budget
- Implement long-range and short-term fiscal planning strategies that will enable the district to meet the demands of an ever-changing economy

OBJECTIVE 4D

Boone County Schools will enhance, develop, and communicate a consistent system of standard operating procedures across all departments.

STRATEGIES

- Perform an analysis of current procedures to determine relevance to current practices and the desired state
- Create and publish standard operating procedures to ensure consistency
- Create, publish, and implement accountability measures to ensure consistency and compliance for operating procedures
- Develop support programs and training for all operating procedures

OBJECTIVE 4E

Boone County Schools will provide safe, clean, learner-ready facilities.

STRATEGIES

- Prioritize the district facilities plan to ensure alignment with the desired state as directed by the strategic plan
- Perform monthly evaluations of each facility to determine supports and resources needed to ensure safe and clean learning environments
- Utilize safety walkthroughs, both formal and informal, to determine training and resources for staff as related to school safety
- Utilization of the results from all annual inspections and building evaluations to compile a consolidated annual report to communicate the current state of district facilities to all stakeholders

SUCCESS MEASURES

- Completed organization chart aligned to the strategic plan (4A)
- Completed contract approval process to include training for all staff (4A)
- Formal analysis of program and curriculum materials to determine effectiveness in alignment with district goals and the achievement of desired outcomes (4B)
- Developed timeline for cost analysis for major annual expenses (4C)
- No significant findings identified in the annual external audit (4C)
- Completed needs assessment of all expenses as related to the strategic plan and district goals (4C)
- Achievement of the district standard of 5% of reserves as opposed to the state-recommended percentage (4C)
- Completed standard operating procedures aligned to district policy (4D)
- Evidence of training for operating procedures (4D)
- Annual review of district projects and/or 5-year District Facility Plan (DFP) (4E)
- Compilation of the facilities annual report (4E)

GLOSSARY

OF TERMS

CULTURALLY-RESPONSIVE PRACTICES - Instruction that draws on cultural knowledge, prior experiences, and frames of reference to teach to the backgrounds and experiences of all students; instruction that understands diverse student learning styles.

CURRICULUM - Curriculum addresses how learning experiences are designed at the local level from the foundational framework of state standards. It's the bundling and pacing of state standards into district units of study. Curriculum includes the vast array of pedagogy, readings, learning experiences, instructional resources and local mechanisms of assessment, including the full body of content knowledge to be covered across a progression of learning. Boone County Schools provides a curriculum that is guaranteed and viable, giving students access to the same essential learning outcomes in the instructional time allotted, regardless of who is teaching the class.

DEEPER LEARNING - Deeper Learning occurs when students are provided vibrant and meaningful learning experiences that intentionally connect the transferable, employable, and enduring skills reflected in our Portrait of a Graduate with the rigorous academic standards outlined in our district curriculum.

DIVERSITY - Refers to a wide range of identities, including race, ethnicity, gender, age, national origin, religion, disability, sexual orientation, socioeconomic status, education, marital status, language, veteran status, physical appearance, etc. It also honors different ideas, perspectives and values.

EMPATHY INTERVIEWS - Interviews with a range of stakeholders, from different places, working in different schools, of different ages, of different backgrounds, with different family circumstances, etc. for the purpose of capturing unique perspectives and insights regarding school and learning experiences.

EQUITY - The fair treatment, access, opportunity and advancement for all people, while at the same time striving to identify and eliminate barriers that prevent the full participation of some groups. The principle of equity acknowledges that there are historically marginalized populations and that fairness regarding these unbalanced conditions is necessary to provide equal opportunities to all groups.

DUFOUR QUESTIONS - Questions developed by education experts, Richard and Becky DuFour, that are utilized in professional learning communities when examining student work to ensure all students achieve at high levels: 1.) What do we want all students to know and be able to do?; 2.) How will we know if they learn it?; 3.) How will we respond when some students do not learn it?; 4.) How will we extend the learning for students who have already learned it?

INCLUSION - The act of creating an environment in which any individual or group will be welcomed, respected, supported, and valued as a fully participating member. An inclusive and welcoming climate embraces and respects differences.

INSTRUCTIONAL COACH - An instructional coach works with teachers to improve the quality of their lessons and the quality of students' education. They serve as mentors and role models, supporting teachers to be innovative and to use the latest techniques and technologies in their classrooms.

INQUIRY-BASED INSTRUCTION - A student-centered teaching method that encourages students to ask questions and investigate real-world problems. In this type of learning environment, students are actively engaged in the learning process and are given the opportunity to explore their natural curiosities.

METACOGNITIVE STRATEGIES - Learning strategies that focus on awareness and understanding of one's own thought processes. Metacognition can take many forms, such as reflecting on one's ways of thinking and knowing when and how to use particular strategies for problem-solving. There are generally two components of metacognition: (1) knowledge about cognition and (2) regulation of cognition.

MULTI-TIERED SYSTEM OF SUPPORTS (MTSS) - A multi-level prevention system to support student achievement and social-emotional behavioral competencies through an integration of differentiated core instruction, assessment and intervention.

PORTRAIT OF A GRADUATE (PoG) - The implementation of the PoG serves as a promise from the district to each family in the community that every graduate has been prepared for a successful future. Boone County stakeholders identified the PoG enduring graduate skills to be Communication, Collaboration, Global Citizenship, Integrity, and Learner's Mindset.

PROBLEM-BASED LEARNING (PBL) - A teaching method in which students gain knowledge and skills by working for an extended period of time to investigate and respond to an authentic, engaging, and complex question, problem, or challenge. This method is also sometimes referred to as phenomenon or project-based learning.

PROFESSIONAL LEARNING COMMUNITY (PLC) - A professional mindset and practice developed by Richard and Becky DuFour to structure time in which teacher teams meet together to discuss student performance on common assessments, share teaching strategies that result in higher levels of learning by students, and plan implementation of "real time" intervention that is immediate to the learning needs of the students they serve.

TEACHER AMBASSADORS - A teacher leader pathway that provides Teacher Ambassadors (TAs) professional learning around large scale district initiatives in order to communicate district goals and provide professional learning at the individual school level in partnership with the Instructional Coach and Leadership Team (principal, assistant principal, vice principal, counselor, etc.).

ACKNOWLEDGMENTS

THANK YOU

WE ARE GRATEFUL TO THE STUDENTS, TEACHERS, ADMINISTRATORS, BOARD OF EDUCATION MEMBERS, PARENTS, AND BUSINESS AND COMMUNITY LEADERS WHO COLLABORATED WITH US TO DEVELOP OUR PORTRAIT OF A GRADUATE AND STRATEGIC PLAN.

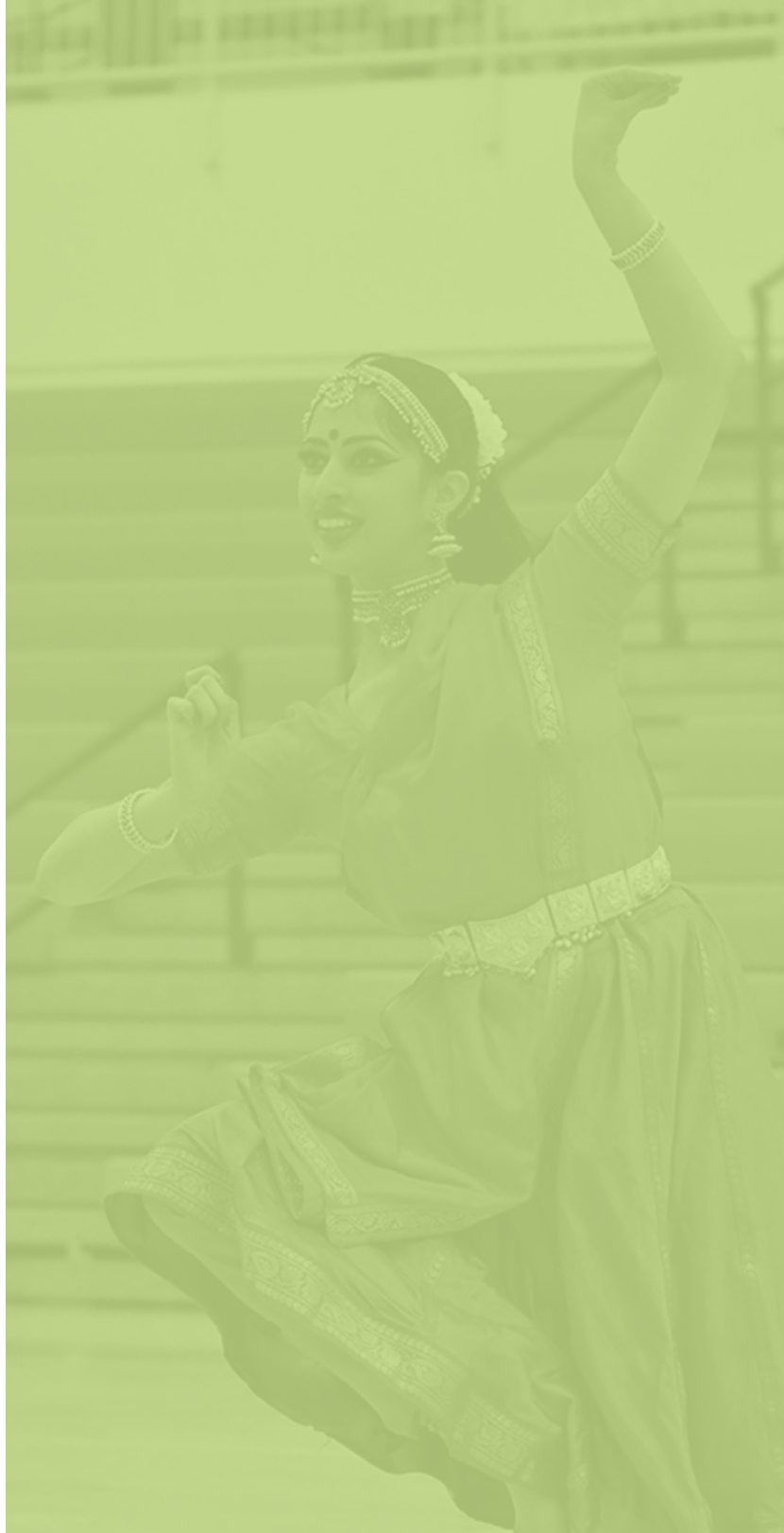
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