

Date: March 19, 2014  
From: Jefferson County Administrators Association (JCAA)  
To: Jefferson County Public Schools (Jeffco) Board of Education  
RE: Questions from Administrators as Requested

Dear Members of the Board of Education;

In February, a JCAA member principal suggested a conversation between the new Board of Ed and principals during an open public forum. Shortly after the forum, President Witt invited the member to organize that conversation. The original idea was to have a study session where a select group of administrators presented their questions to the Board of Ed. In rethinking, the approach seemed limited in that it gave only a small group an opportunity to speak. JCAA has traditionally been the recognized voice for Jeffco administrators. It seemed logical that we work on behalf of administrators and the Board of Ed to gather the information the board requested. We did so via an online survey process. The survey was sent to ALL administrators regardless of whether they were association members or not. 254 administrators participated. Responses received were 53% from building based administrators (principals and assistant principals in neighborhood, charters and option schools) and 47% from non-building based (central instruction and support services) administrators.

On behalf of all administrators, JCAA is pleased to gather this information and to communicate with you as Jeffco embarks on a new era of student achievement and national expectations. JeffCo has been a leader and trend setter in many aspects of education including student achievement, supporting our teaching staff, and making innovative and advanced programs accessible for all students. Moving forward, our hope and expectation is that all groups (the Board of Ed, JCAA, the Teacher's Association, the Classified's Association and the Parent Teacher Association) can continue a positive partnership as we jointly define the vision around student achievement in this new era. Jeffco students deserve the best education possible. That begins by recruiting and retaining the highest quality staff to support all the programs, schools and needs (neighborhood schools, charters, choice, options, Title schools, at risk impacted schools, high performing schools and turn-arounds) across this immense district.

The top questions in the minds of the majority of Jeffco administrators (member and non) are;

- How will the Board of Education enable, support and launch new initiatives while creating a competitive compensation plan which supports staff career growth while building effectiveness in our teachers and leaders?
- What role does the Board of Education see for central administration in supporting schools?
- How will the Board of Education support the district's schools in their ongoing work of providing high quality instruction and positive achievement trends considering the unfunded mandates of the last four years?
- How will the Board of Education use the staff's educational expertise to make decisions which best support ALL students?
- What supports for administrators (i.e., achievement directors, assistant principals, instructional coaches, peer evaluators, etc.) will the Board of Education employ to help administrators be effective leaders?
- How will the Board of Education seek input from parents, teachers, administrators, students and support staff on decisions?
- What makes a "successful school"? What steps will the Board of Education take to support neighborhood schools in their work to meet the needs of their students through curricular and program choices?
- What role will the Board of Education take in recruiting, retaining and developing highly effective school and district staff?
- How does the Board of Education define student achievement? What steps are needed to accomplish that definition?
- How will the Board of Education support continued collaboration among different stakeholder groups to do what is best for kids?
- How will Charter Schools / Schools of Innovation be implemented? Will the Board of Education use a rubric to evaluate applications? If so, what will it look like? Will all neighborhood students living within the charter or school of innovation's boundaries be allowed to attend or will the Board allow limited access? If not, how will access be determined?

Thank you for the opportunity to ask the questions. We look forward to your answers and to collaborating in continuing Jeffco's traditions of excellence in the future.

Sincerely;  
Michael Long  
JCAA Executive Director