



Annual Report 2017-18



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We are pleased to present you with the Annual Report to the Community which provides key information on the 2017-18 school year. Jeffco Public Schools has been providing educational excellence for more than 65 years. As Colorado’s second largest K-12 school district, we work to keep the main thing, the main thing – Learning.

We focus on strategies which have a direct impact on changing the student learning experience. Along with families and the community, we ensure that all students have the supports they need to engage successfully in the learning process. This work happens under the direction of, and in concert with, skilled and professional educators who serve and deliver an environment of high expectations for all students.



Our Mission & Values

Our mission is to provide a quality education that prepares all children for a successful future.

Our Values:

- **Integrity** – In Jeffco’s context, this means keeping the focus on students in the face of difficult conditions or circumstances.
- **Valuing People** – All the people connected to Jeffco Public Schools matter to us, above all else. When times get tough, we pull together.
- **Teamwork** – Jeffco has an extraordinary level of human talent, both in our schools and in the community. We have a history of positive collaboration and supporting one another.
- **Exemplary Performance** – Jeffco has a tradition of quality and working to do right by kids and community.
- **Entrepreneurial Spirit** – Jeffco must have the courage to adapt, innovate, take calculated risks, and evolve.

Our Vision: Jeffco Generations

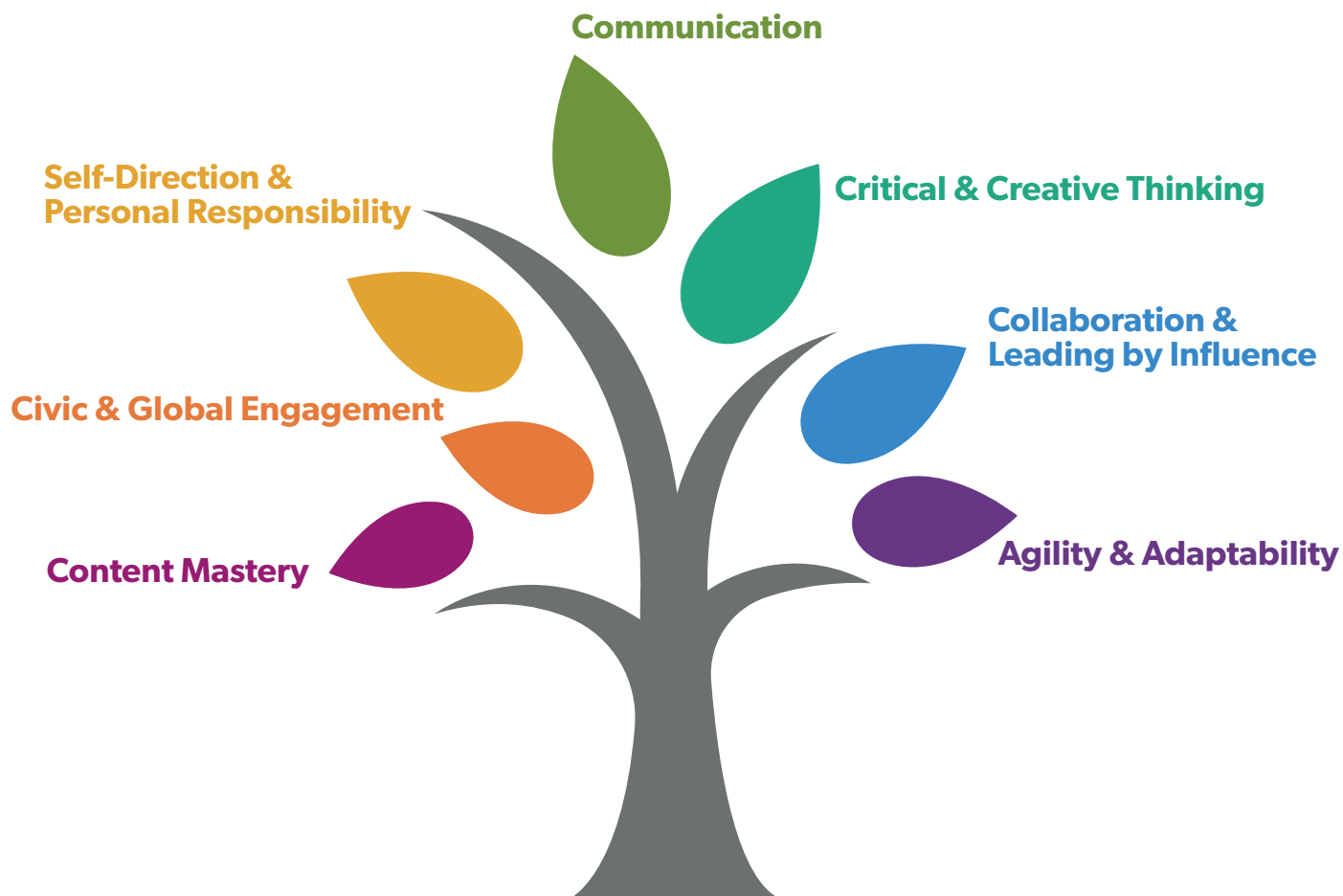
October 11, 2017 marked Superintendent Dr. Jason Glass' 100th day as superintendent of Jeffco Public Schools. To coincide with this milestone, we released a new vision document for our schools. Jeffco Generations: A Learning-Centered Vision for our Community's Schools intentionally builds on the direction outlined in the Jeffco 2020 Vision. The heart of this work is about student learning.

Jeffco Public Schools has deep and meaningful generational ties that crisscross our community and a tradition of quality. As a district, we value an entrepreneurial spirit and are willing to innovate and adapt. We focus our efforts on strategies that have a direct impact on changing the student learning experience. We work to keep the main thing the main thing - the **LEARNING** and experiences of our students. We know that students don't learn in isolation, which is why the **CONDITIONS FOR LEARNING** are also important. This work happens under the direction of and in concert with skilled, professional educators and an environment of high expectations. We also know our students come to our schools with varying backgrounds, advantages, and challenges, which creates different levels of **READINESS FOR LEARNING**. That's why it is critically important for us to work with our communities and parents to make sure all students have the supports they need in place to engage in the learning process and be successful.



Generations Skills

Simply acquiring knowledge is not adequate in our current environment, students also need the chance to learn and practice important skills as part of their education. These skills include critical thinking, problem-solving, leadership, entrepreneurialism, communication, curiosity, and being able to adapt to changing and difficult conditions. The vision outlines seven skills that will be a focus for the school district. In order for students to pursue their life goals, all Jeffco graduates will be able to successfully apply the following competencies. These skills were developed through a synthesis of the work previously done with the Jeffco 2020 Vision and Tony Wagners' "Survival Skills for the 21st Century."



Content Mastery	Students understand academic concepts and are able to apply and transfer that knowledge into multiple settings. Students must also understand how to access and process changing information, updating their own thinking and processes.
Civic & Global Engagement	Students take active roles in their communities, are prepared to be participatory citizens in our constitutional republic, and are engaged with issues of local, national, and global concern.
Self-Direction & Personal Responsibility	Students take initiative, are inquisitive, entrepreneurial and curious. They persevere through challenging situations, take calculated risks, and stand accountable for their actions. They continually advocate for their own needs as well as the needs of others.
Communication	Students learn to effectively communicate in written, digital, artistic and oral forms. Students learn to explore and articulate their own points of view, while respectfully exploring and understanding the perspectives of others.
Critical & Creative Thinking	Students learn to evaluate, weigh evidence and apply reasoned decision-making to problems. Students learn to use imagination, innovation, and ingenuity to solve problems.
Collaborating & Leading by Influence	Students learn to work together, harnessing the power of teamwork, and learn the importance of influence to motivate others to get things accomplished.
Agility & Adaptability	Students learn to change in response to dynamic situations, environments, and complex problems. Students adjust to disruptions, ambiguity, and uncertainty in themselves, their organizations, and their communities – and thrive in spite of the obstacles.

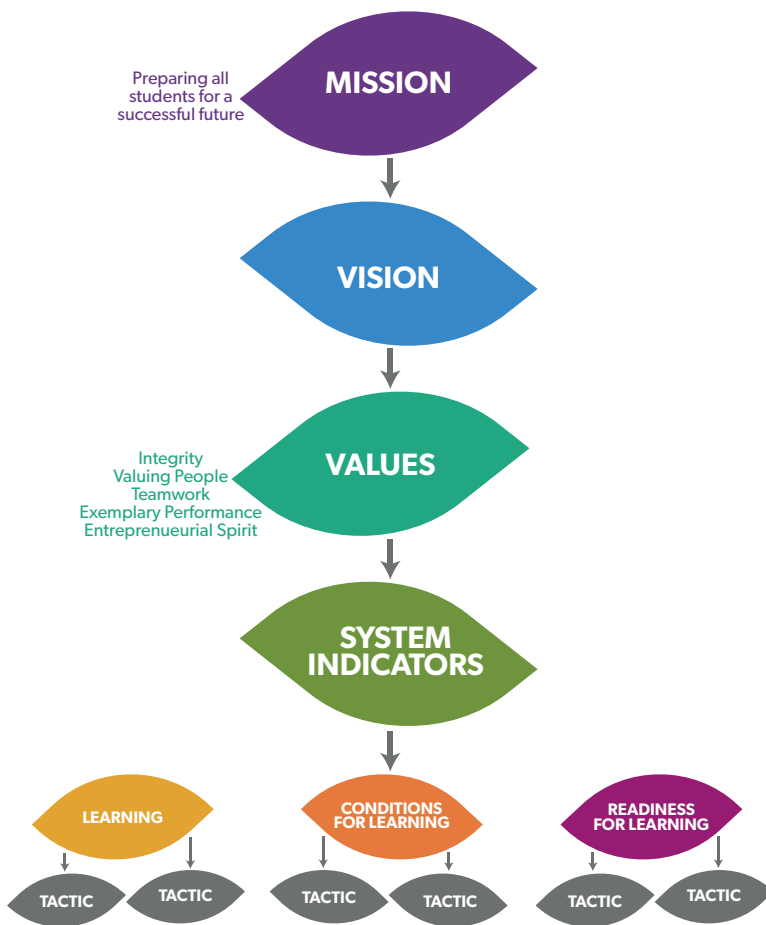
Our Strategic Plan

Task. Predicts. Performance.

In school-based learning experiences, the teacher turns things over to the student at some point in the learning process to let them practice a new skill or concept. This is sometimes referred to as the student “task,” or what we ask the student to do, practice, and experience in the process of learning.

Student tasks take all kinds of forms, ranging from the relatively repetitive and simple (think worksheets) to the creative and authentic (think of students taking on a real and specific problem or project in their community).

When a task presents more complexity and relevancy, students become more engaged in their learning and perform at a higher level. Jeffco focuses on providing authentic, relevant, and engaging learning experiences for all students. The Strategic Plan focuses on putting our community’s aspirations into practice and communicating our approach to delivering on these aspirations.



Learning

Create a profoundly authentic student experience

Tactic 1: Transforming Student Task

Tactic 2: Responsive Teaching

Tactic 3: Customized Pathways

Tactic 4: Technology to Transform Learning

Tactic 5: Embracing the Full Range of the Human Experience

Tactic 6: Student-Directed Learning

Conditions for Learning

Build Repeatable procedures where quality learning can be scaled, replicated, and provided equitably to every student

Tactic 1: Professional Model of Teaching

Tactic 2: High Expectations

Tactic 3: Commitment to Equity

Tactic 4: Educator Learning

Readiness for Learning

Create systems to ensure every student comes to school ready to learn and barriers to learning are removed

Tactic 1: Schools as Community Hubs

Tactic 2: Social-Emotional Supports

Tactic 3: Expand Early Childhood Education Quantity and Quality

Tactic 4: Family and Community Engagement

Technology

Integrate technology tools and develop reliable systems and processes to build a secure technology infrastructure that supports dynamic student and organizational learning

Tactic 1: 1:1 Devices

Tactic 2: Infrastructure to Support Student Learning

Tactic 3: Data Management, Integration, and Exchange

Operations

Create systems to maximize operational efficiencies to support the learning environment

Tactic 1: Safe and Reliable Transportation

Tactic 2: Facilities to Support Learning

Tactic 3: Nutritious and Healthy Meals

Tactic 4: Safe School Environments

Finance

Efficiently and effectively manage district finances to support educational outcomes and stakeholder trust through transparent practices.

Tactic 1: Funding for Equity

Tactic 2: Financial Management Support

Legal

Develop employees and policies to support a culture of professionalism

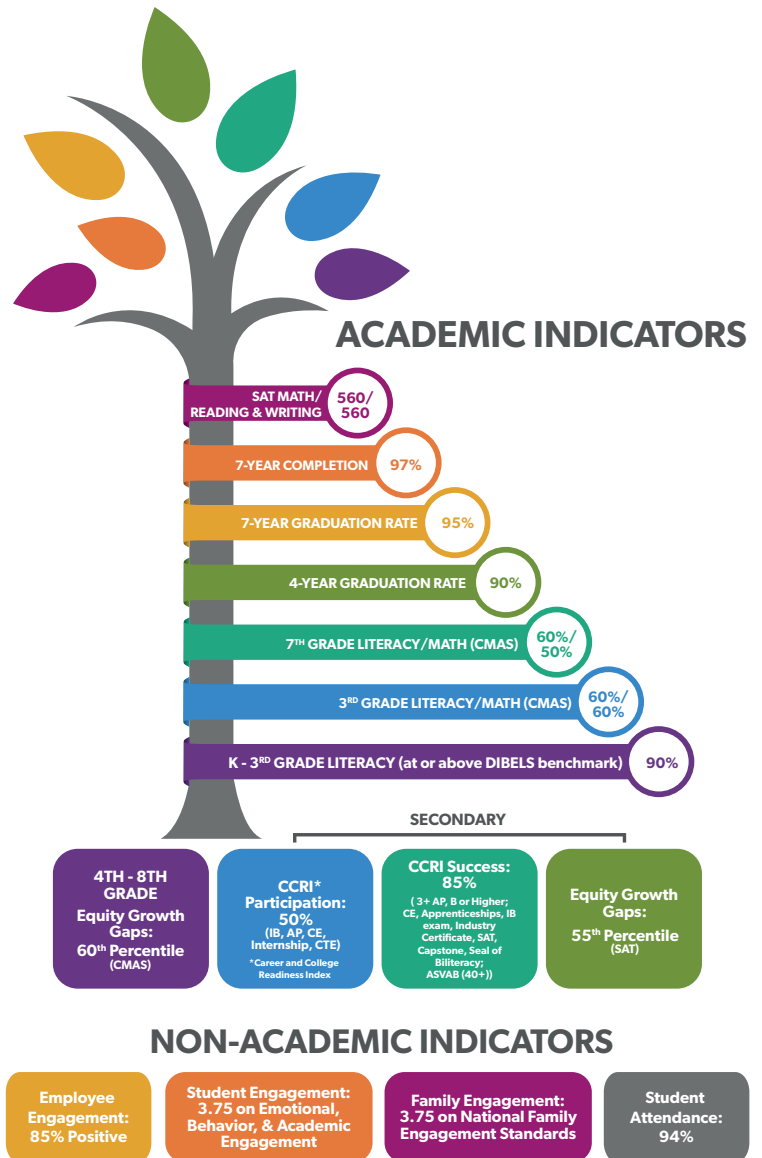
Tactic 1: Educate for Professionalism

Communications

Build communication systems to advance stakeholder engagement

Tactic 1: Communicate to Inform and Inspire

Tactic 2: Social Media for Learning and Collaboration



Assessment & Accountability

Colorado school districts are assessed using the Colorado Measures of Academic Success (CMAS). This system uses the Partnership for Assessment of Readiness for College and Careers (PARCC) standardized test for English language arts and mathematics. CMAS science and social studies tests are Colorado-developed assessments. Colorado assesses English language proficiency for English Language Learners using the Assessing Comprehension and Communication in English State-to-State for English Language Learners (ACCESS for ELLs) test. Colorado also uses the Colorado SAT test in eleventh grade, and the Colorado Preliminary SAT (PSAT) in tenth grade. CDE includes achievement, growth, and performance outcomes from CMAS, ACCESS for ELLs, and CO SAT in the District Performance Framework's annual accreditation process for school districts.

Refer to CDE's [District](#) and [School Dashboards](#) for state assessment results.

The district is fully accredited by the Colorado Department of Education. In conformance with Colorado law, the district has adopted various accreditation and performance goals. The Colorado Department of Education (CDE) has defined three performance indicator areas key to achieving this outcome: (1) Academic Achievement; (2) Academic Growth; and (3) Postsecondary and Workforce Readiness (high school only).

CDE's District Performance Framework and School Performance Framework reports provide information about the levels of attainment in each of the three key performance indicators. For school districts, the overall evaluation leads to their accreditation. For schools, the overall evaluation leads to the type of plan schools will implement.

The District Performance Framework assigns to each district one of five accreditation categories:

1. Accredited with Distinction: The district meets or exceeds statewide performance indicators and is required to adopt and implement a Performance Plan.
2. Accredited: The district meets statewide attainment on the performance indicators and is required to adopt and implement a Performance Plan.
3. Accredited with Improvement Plan: The district is required to adopt and implement an Improvement Plan.
4. Accredited with Priority Improvement Plan: The district is required to adopt and implement a Priority Improvement Plan.
5. Accredited with Turnaround Plan: The district is required to adopt and implement a Turnaround Plan.
6. Jeffco Public Schools has received the accreditation category of Accredited for the 2016-17 school year.



The School Performance Framework plan types assigned to schools include the following:

1. Performance Plan
2. Improvement Plan
3. Priority Improvement Plan
4. Turnaround Plan

A complete list of the SPF ratings for schools is provided on the CDE [website](#).

On-time graduation rate: 85.3

Jeffco Public Schools has received the accreditation category of Accreditation from the Colorado Department of Education for the 2017-18 school year.

Awards, Recognitions & Highlights

Jeffco students continue to outperform the state in all grade levels and content areas on CMAS, PSAT, and SAT tests.

- One of the many school success stories in Jeffco includes Green Gables Elementary in Lakewood, celebrating English language arts growth results that increased from the 37th percentile in 2016 to 56th in 2018. CMAS mathematics growth showed even larger gains, from the 28th percentile to the 58th percentile over three years. Achievement scores also steadily improved.
- Notable Jeffco performance highlights include SAT and PSAT achievement and growth scores that substantially exceed the state of Colorado's overall performance, as well as performance gains in middle school math achievement.

Thirty-five Jeffco schools earned 55 academic awards from the Colorado Department of Education (CDE) based on 2016-17 CMAS (Colorado Measures of Academic Success) and PSAT 10 results.

- Two Jeffco schools received the Center of Excellence Award this year: Pennington Elementary and Kullerstrand Elementary. This award recognizes Colorado public schools that enroll a student population of which at least 75 percent are at-risk pupils and that demonstrate the highest rates of student longitudinal growth, as measured by the Colorado Growth Model.
- The John Irwin Schools of Excellence Award is given to schools that demonstrate excellent academic achievement over time with exceptional performance in math, English language arts, and science. There are 27 Jeffco schools that received the award this year.
- The Governor's Distinguished Improvement Award is given to schools that demonstrate exceptional student growth. There are 15 Jeffco schools that received the award this year, exceeding expectations on the academic achievement indicator.
- Additionally, Evergreen High School received the High School Academic Growth Award. This award recognizes high schools that demonstrate the highest levels of students' academic growth in reading, writing, and math, within each classification used by the statewide association for high school activities for the sport of football.
- Learn more about the CDE awards [here](#).

In 2018, Jeffco High School graduates received approximately \$96 million in scholarships.

U.S. News & World Report ranked 11 Jeffco high schools in the top 50 in Colorado on their 2017 Best High Schools list.

The Washington Post's list of America's Most Challenging High Schools includes seven Jeffco schools.

Dennison Elementary was named a 2017 National Blue Ribbon School.

Six of the nine Colorado Association of Bilingual Education "Proud to be Bilingual" Essay winners this year were Jeffco students.

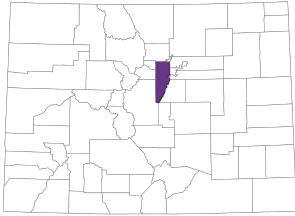
In January 2018, over 190 students attended the first JeffCon, a technology conference for high school juniors and seniors coordinated by district IT staff. It was a huge success and student attendees gave the event rave reviews.

Jeffco Public Schools offered a new "citizens' academy," where parents/guardians of students and other community members could learn more about education in Jeffco. The goal of the program was to engage the Jeffco community in the school district's strategic direction and purpose.



District Facts

Communities Served



- Arvada
- Evergreen
- Littleton
- Conifer
- Golden
- Westminster
- Edgewater
- Lakewood
- Wheat Ridge

155 schools

168 campuses



85 elementary Schools



5 K-8 Schools



17 middle schools



17 high schools



12 option schools



15 charter schools



1 online school

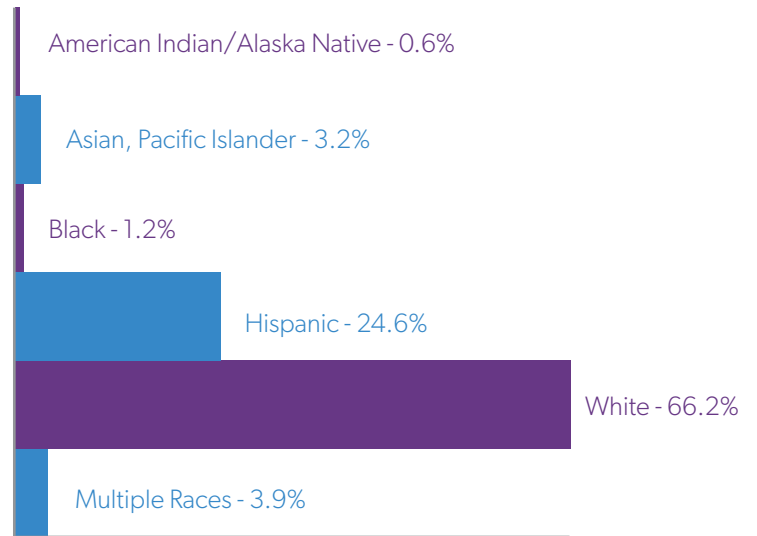


1 career/tech Ed school



2 outdoor laboratory schools

Demographics



31.7 percent of students qualified for free and reduced lunch in 2017-18



86,131 students

The official enrollment count for the 2017-18 school year was 86,131.



4,700 teachers
99% highly-qualified

Administration & Leadership

Superintendent

In May 2017, the Board of Education announced it has selected Dr. Jason Glass as the sole finalist for the position of superintendent and chief learner of Jeffco Public Schools. Dr. Glass officially joined Jeffco Public Schools in July 2017.

Previously, Dr. Glass served as the superintendent of Eagle County Schools, establishing a vision based on international benchmarking and an accompanying comprehensive strategic plan. Dr. Glass served as Iowa's director of education after being appointed by Governor Terry Branstad, serving as the state's chief state school officer and leading a successful education reform effort that culminated in landmark legislation signed into law in 2013.

Prior to serving in Iowa, Dr. Glass was the senior director of human capital strategy with Battelle for Kids. Before joining Battelle, Dr. Glass served as the director of human resources with Eagle County Schools. Dr. Glass has also worked as Eagle County Schools' director of research and assessment, as vice president of quality ratings with Qualistar Early Learning, held several posts with the Colorado Department of Education, and worked as a university instructor and high school teacher in Kentucky. In December 2016, Dr. Glass was appointed to the National Board of Education Sciences board of directors by President Barack Obama. Dr. Glass holds a bachelor's degree in political science and two master's degrees from the University of Kentucky, in education and political science. He holds a doctorate in education from Seton Hall University.

Board of Education

The Jefferson County Board of Education is the policy-making body of the school district. The Board is composed of five members elected to alternating four-year terms. The Board is responsible for educational planning and evaluation, staffing and appraisal, school facilities, financial resources, and communication. The Board acts as a court of appeal for staff members, students, and the public on issues involving board policy or implementation of that policy.



Ron Mitchell
District 5
President



Ali Lasell
District 3
1st Vice President



Susan Harmon
District 2
2nd Vice president



Amanda Stevens
District 4
Secretary



Brad Rupert
District 5
Treasurer

Advisory Committees

Audit Committee

The Audit Committee's primary purpose is ensuring the Board of Education is fulfilling its fiduciary responsibilities. It monitors the district's financial reporting process and internal control systems; recommends the district's independent auditors; reviews and appraises the work of auditors; and coordinates with the Financial Oversight Committee to review, assess, and analyzes impacts of proposed financial management policy and process changes. Learn more [here](#).

Capital Asset Advisory Committee

The Capital Asset Advisory Committee's purpose is to monitor the planning of capital needs and the implementation of capital programs, which may include future bond programs. Learn more [here](#).

Community Diversity Advisory Committee

The Community Diversity Advisory Council includes parents, staff, and community members who offer advice and support to the district in creating an inclusive environment and improving educational outcomes for diverse learners. Learn more [here](#).

Financial Oversight Committee

The primary function of the Financial Oversight Committee is to assist the Board of Education in fulfilling its oversight responsibilities by reviewing financial reports and other financial information used internally; examining the district's systems of internal controls regarding finance, accounting, legal compliance, and ethics; assessing the business risk of the district; and evaluating the district's auditing, accounting, and financial reporting processes generally. Learn more [here](#).

Indian Education Parent Advisory Committee

The mission of the Indian Education Program is to meet the unique educationally and culturally related academic needs of eligible students. The advisory committee is comprised of district parents and advises the Indian Education Program, assists in planning cultural activities, provides cultural support and insight, and assists in implementing grant goals. Learn more [here](#).

Special Education Advisory Committee

Special Education Advisory Committee (SEAC) is comprised of parents/guardians, staff, students, administrators, and community members from across the district who provide Jeffco Public Schools with input and recommendations on an advisory basis regarding the needs of students with disabilities. Learn more [here](#).

Strategic Planning Advisory Committee

The Strategic Planning and Advisory Council is composed of parent representatives from all articulation areas, representatives from JCEA, CSEA, and administrators, as well as citizen and parent leaders from a variety of stakeholder groups. Members act in an advisory capacity on the implementation and evaluation of the Jeffco 2020 Vision Strategic Plan. Members have the opportunity to hear updates on district issues and efforts and provide input on these topics. Learn more [here](#).

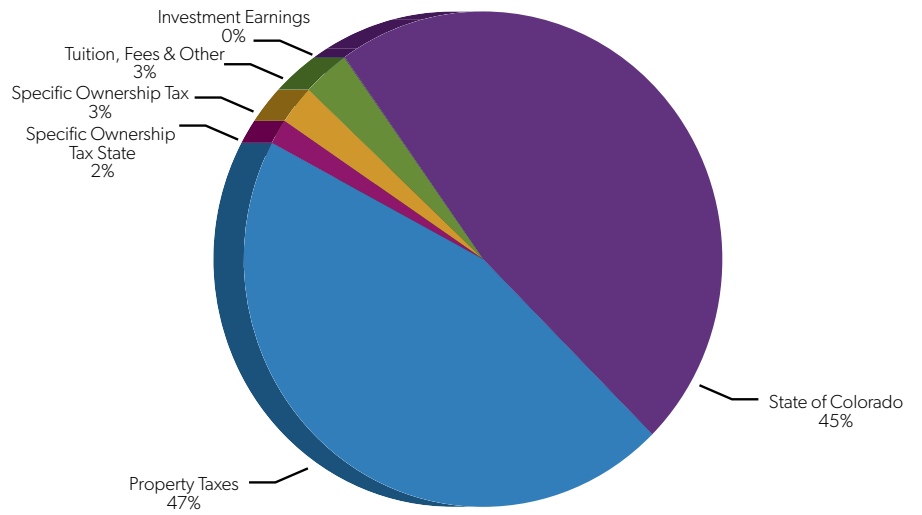
Technology & Data Privacy Advisory Committee

The Technology and Data Privacy Advisory Committee was created to advise the Board of Education on district technology strategies, systems, and overall data governance. The committee will review the district's technology plan considering alignment with instructional goals and opportunities for technology innovation. Additionally, district privacy policies and practices will be presented to the committee for advisement. The committee encourages continuous improvement of and fosters adherence to district policies, procedures, and practices at all levels. Learn more [here](#).

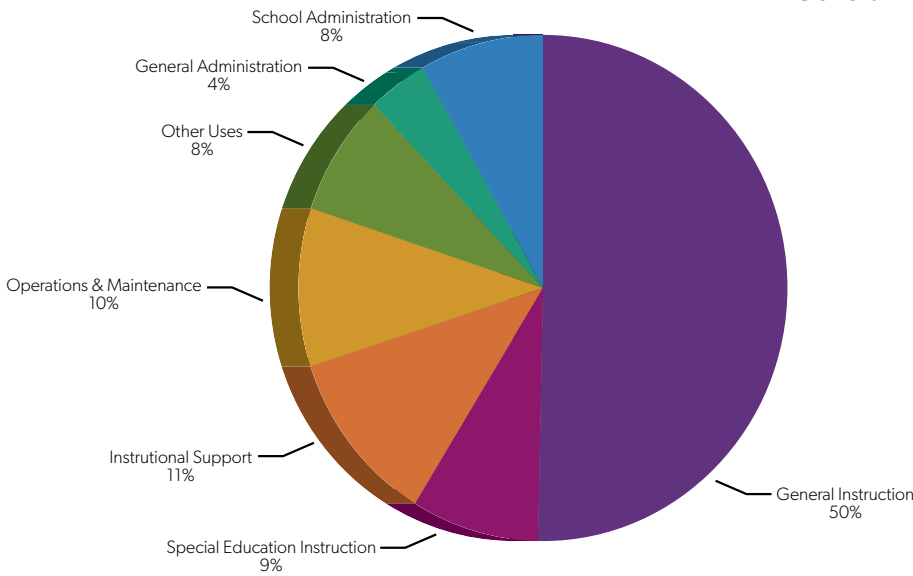
Financial Data & Transparency

Stakeholders have access to the district’s financial information through a searchable, online financial transparency database, as well as the online [Comprehensive Annual Financial Report](#), [annual district budget](#), and [other financial publications and information](#).

Learn more about where the district’s funding comes from and how it is spent below.



General Fund Revenue Funding



General Fund Expenses

Jeffco Public School is committed to providing a clear view of how tax dollars are spent and how the district operates. The district’s financial information is consolidated into one webpage to provide even greater financial transparency. Please review the district’s financial transparency information [here](#). Learn more about the 2017-18 budget by reading the [Dollars & Sense PDF](#).

Federal & State Reporting Requirements

Attendance

All schools will have attendance rules which incorporate Jeffco Public Schools' attendance requirements as outlined by district policy. Colorado Revised Statutes (C.R.S.) provide that "every child who has obtained the age of six years on or before August 1 of each year and is under the age of seventeen years shall attend public school for at least" the minimum required hours each school year. The minimum required hours by school level are:

- Half-day Kindergarten – 450 hours
- Full-day Kindergarten – 900 hours
- Elementary school other than kindergarten – 968 hours
- Secondary school student – 1,056 hours

Please note, there are a number of exceptions to these provisions that are contained in the statute and policy. For more information, refer to [District Policy JH, Student Absences and Excuses](#).

Immunization

Each student entering a Colorado school for the first time is required to present a certificate of immunization from a licensed physician, an authorized representative of the Colorado Department of Public Health and Environment (CDPHE), or local health department stating that the student has received immunizations against communicable diseases as specified by Colorado Revised Statutes (C.R.S. 25-4-902). Please note there are a number of exceptions to these provisions that are contained in the statute. Student immunization information may be accessed through the Colorado Immunization System in accordance with Colorado Department of Public Health and Environment and district protocols. For more information, visit the [CDPHE website](#).

Civil Rights

The district is committed to providing a safe learning and work environment where all members of the school community are treated with dignity and respect. Consequently, it is district policy that no person shall be excluded from participation in, be denied the benefits of, or be subjected to unlawful discrimination, intimidation, or harassment under any district program or activity on the basis of ethnicity or race, color, religion, national origin, ancestry, sex, sexual orientation, gender identity, genetic information, age, veteran status, or disability. Sexual orientation is a person's orientation toward heterosexuality, homosexuality, bisexuality, or transgender status or perception of the individual's sexual orientation.

Avoiding unlawful discrimination requires the collaborative responsibility of each administrator, supervisor, employee, and student to affirm in actions and deeds the intent and spirit of governing laws and regulations. Toward this end, the district will assist management, staff, and students to implement the district's good faith intent not to discriminate in the district's employment and educational opportunities.

Students, public, parents, or staff members who believe they have been the subject of discrimination must report the incident immediately in accordance with district policies:

- [District Policy AC, Unlawful Discrimination/Equal Opportunity](#)
- [District Policy GBK, Staff Concerns, Complaints, and Grievances](#)
- [District Policy JI, Student Rights and Responsibilities](#)
- [District Policy JBB, Harassment of Students](#)
- [District Policy KE, Public/Parent Concerns and Complaints](#)

The following contact has been designated to assist the Jeffco Public Schools with its response to complaints of unlawful harassment and discrimination:

Student ADA and Section 504 Compliance Officer

Chief Student Success Officer
1829 Denver West Drive, Building 27
P.O. Box 4001
Golden, Colorado 80401-0001
Phone: (303) 982-7268

Title IX/Employee ADA, Section 504 and EEO Compliance Officer

Chief Legal Counsel/Executive Director of Legal Services and Employee Relations
1829 Denver West Drive, Building 27
P.O. Box 4001
Golden, Colorado 80401-0001
Phone: (303) 982-6544

Sex Offender Registry

Various law enforcement agencies provide sex offender data in order to enhance public safety. Generally, sex offender registries contain information about individuals who have been required by law to register and who are in compliance with the sex registry laws. The Colorado Bureau of Investigation (CBI) maintains a directory of adults convicted of felony sex offenses. This directory may be found on the [CBI website](#). In addition to the CBI registry, you may contact your local police department or your county sheriff's office to obtain a list of registered sex offenders in your city, county, or state.

Student Data & Privacy

In accordance with the Family Educational Rights and Privacy Act (FERPA) and other applicable law, parents/guardians and students over 18 years of age ("eligible students") are afforded certain rights with respect to the student's education records. Parents/guardians or eligible students may submit a Request to Review Education Records form, which is located on the [Jeffco Public Schools website](#), to the Student Records Center that identifies the record(s) they wish to inspect.

Parents/guardians or eligible students may submit a Request to Amend Education Records form, which is located on the [Jeffco Public Schools website](#), to the Student Records Center that clearly identifies the part of the record they want to be changed, and specify why it should be changed.

Parents/guardians or eligible students may submit a directory information opt-out designation as communicated on the [Jeffco Connect](#) parent portal.

Parents/guardians or eligible students may opt-out of having student personally identifiable information (PII) disclosed to military recruiters as communicated on the [Jeffco Connect](#) parent portal.

Parents/guardians or eligible students have the right to file a complaint with the U.S. Department of Education concerning alleged failures by Jeffco Public Schools to comply with the requirements of FERPA. The name and address of the office that administers FERPA is:

Family Policy Compliance Office
U.S. Department of Education
400 Maryland Avenue, SW
Washington, DC 20202

Student education records may be disclosed to school officials

without prior written consent if that school official has a legitimate educational interest in those records. A "school official" is a person employed by Jeffco Public Schools as an administrator, supervisor, teacher, support staff member, or member of the Board of Education. A "school official" may also be a volunteer, contractor, or consultant who, while not employed by Jeffco Public Schools, performs an institutional service or function for which Jeffco Public Schools would otherwise use its own employees and who is under direct control of Jeffco Public Schools with respect to the use and maintenance of PII from education records. A school official has a legitimate educational interest if the official needs to review an education record in order to fulfill his or her professional responsibility.

Upon request, Jeffco Public Schools discloses education records without consent to officials of another school or school district in which a student seeks or intends to enroll, or is already enrolled, if the disclosure is for purposes of the student's enrollment or transfer.

Pregnancy Accommodation

Colorado's Civil Rights Division of the Department of Regulatory Agencies has released its [Notice for Employers to Use in Order to be in Compliance with HB 16-1438 \(Pregnancy Accommodations\)](#). Colorado's pregnancy accommodation law requires employers to provide a reasonable accommodation for an employee, or an applicant for employment, for health conditions related to pregnancy or physical recovery from childbirth, absent an undue hardship. Additional information on compliance is available through MSEC.

Asbestos Management

In compliance with federal guidelines, Jeffco Public Schools make asbestos management plans for schools and other district facilities available for public inspection. Parents, employees or interested citizens may review the management plan for any school facility and have copies made at their own expense. Each school's management plan is available at the school, and plans for all district buildings are on file at the Jeffco Public Schools' Office of Environmental Services, 809 Quail St., Building 4, Lakewood. Call 303-982-2349.

Jeffco Public Schools
1829 Denver West Drive
Building 27
Golden, CO 80401
www.jeffcopublicschools.org

