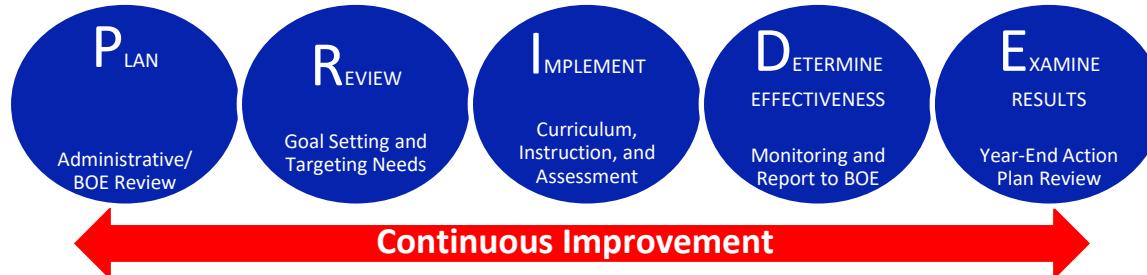


Jefferson City Schools 2020-2025 Strategic Plan

20K Challenge: Building a DRAGON of Excellence

JCS P.R.I.D.E. Cycle

SCHOOL IMPROVEMENT CYCLE



JEFFERSON CITY SCHOOLS

DISTRICT COMMITMENTS

- Support the implementation of defining what is to be taught at each grade level and in each subject (Georgia Standards of Excellence, Common Core Georgia Performance Standards).
- Support the implementation of assessing each student to determine if he/she has learned the content (Georgia Standards of Excellence, Common Core Georgia Performance Standards) using Georgia Milestones and other state-mandated and teacher-developed instruments.
- Support the annual review of instructional practice including the support provided for students not meeting expectations and students exceeding expectations.
- Support the annual review of communication patterns for sharing results with students, staff, parents, and community.
- Facilitate the work of collaborative teams of teachers to determine priority areas of focus for student achievement.

JEFFERSON ELEMENTARY SCHOOL (PRE-K-2nd)

COMMITMENTS & GOALS

- We commit to differentiated instruction.
- We commit to the use of assessments to guide instruction.
- We commit to research-based strategies.
- We commit to ongoing parent communication.
- We commit to positive character development within a safe learning environment.
- We commit to professional development to improve best practices.

JEFFERSON MIDDLE SCHOOL (GRADES 6-8)

COMMITMENTS & GOALS

- We commit to providing learning environments that are physically and emotionally safe.
- We commit to assisting students to become independent and critical thinkers.
- We commit to empowering students with responsibility and self-respect to make positive choices.
- We commit to exposing students to differentiated learning experiences.
- We commit to using a variety of assessments to guide instruction.
- We commit to communicating with our stakeholders – students, staff, parents, and the community.

Exposure to Excellence Promotes Excellence

Est. 1818

~ Mission of the Jefferson City Board of Education

TO GRADUATE FULLY FUNCTIONING ADULTS

VISION

In keeping with the Mission Statement of the Jefferson City School System ~ To Graduate Fully Functioning Adults ~ the Jefferson City Board of Education adopts the following vision:

The opportunities that were once available to the marginally trained are disintegrating. Now, more than ever, education is the foundation for prosperity. Only through an adequate education can one acquire the skills and abilities demanded by an increasingly sophisticated job market. To assure such an educational experience, we resolve to provide a highly qualified professional staff with a challenging, rigorous and relevant curriculum in a safe and orderly environment.

We hold ourselves accountable for preparing students to function in an environment characterized by global competition, diversity, abruptly changing job demands, and an absolute requirement for technical skills and abilities. Those who teach in the Jefferson City School System must never cease to learn or emphasize to students that learning will be a lifelong process.

As a Board of Education, we face the challenge of balancing the opinions and values of the community with what are perceived to be the demands of the future. Consequently, standards and directions communicated by this Board must be evaluated regularly in order to reaffirm, alter or modify expectations. In conclusion, it is our belief that given a capable staff, adequate resources and an orderly and safe environment, all students can and will learn.

JEFFERSON CITY SCHOOLS

PERFORMANCE GOALS

- To maintain and improve student achievement by providing a challenging instructional program that meets the needs of all students.
- To recruit and retain highly qualified personnel necessary to deliver rigorous and up-to-date instruction.
- To maintain and upgrade facilities to meet the challenging instructional needs of students and staff and accommodate current and anticipated growth.
- To establish an effective electronic communication system for students, staff, parents, board members, and the community.
- To generate and manage resources that support a quality instructional program.



JCS Learner Profile

20K Challenge: Building a DRAGON of Excellence

Think Critically and Creatively to Solve Problems

- Define problems and determine solutions
- Devise original plans for real-world plans based on knowledge
- Reflect and adapt to ever changing environments
- Use technology and other 21st century tools to solve problems

Listen, Communicate, and Collaborate Effectively

- Effective communication through reading, writing, listening, and speaking
- Interact effectively and efficiently with team members
- Build and maintain positive relationships

Seek, Evaluate, and Utilize Information

- Make interdisciplinary connections
- Access, analyze, organize and process information
- Create quality products based on evaluative processes

Exhibit Strong Personal Qualities

- Develop strong soft skills
- Identify, pursue, and achieve personal goals
- Contribute to your communities
- Accept responsibility for personal actions

Compete and Engage in Global Environments

- Utilize a second language
- Be aware of current issues and events both domestically and globally
- Understand one's own culture
- Respect and interact with other cultures

Be College and Career Ready

- Be curious of all subject areas
- Master core academic areas
- Be a life-long learner

Jefferson City Schools 2020 – 2025 Strategic Plan

20K Challenge: Building a Dragon of Excellence

Strategic Approach: Instruction

Fulfill the expectations of the JCS Learner Profile

- Think critically and creatively to solve problems
- Seek, evaluate, and utilize information
- Compete and engage in global environments
- Listen, communicate, and collaborate effectively
- Exhibit strong personal qualities
- Be college and career ready

GSBA Vision Project Recommendations:

2.1, 4.1, 4.2, 4.3, 4.4, 5.1, 5.2, 7.1, 7.3, 8.5, 8.6, 9.1, 9.3, 9.4

Strategic Approach: Human Resources

Ensure highly effective personnel

- Recruit, continuously train, and retain highly qualified faculty and staff to deliver rigorous, progressive, and individualized instruction
- Create a culture of excellence through consistency, trust, and collaboration
- All departments and schools effectively utilize human resources, maximizing impact on student success

GSBA Vision Project Recommendations:

2.1, 6.1, 6.2, 6.3, 6.4, 7.1, 7.3, 8.1, 8.3, 8.5, 8.6

Strategic Approach: Facilities & Technology

Provide world-class facilities for students, staff, and the community that allow for instruction, security, & growth

- Support instruction for a globally competitive student with system facilities and technology
- All students are educated in learning environments that are safe, drug-free, and conducive to learning
- Facilities and technologies are built, purchased, and maintained to the expectations of system
- Provide exposure to technologically evolving learning environments
- A technology-driven personalized learning environment is provided for all students that results in increased academic performance.

GSBA Vision Project Recommendations:

2.1, 5.1, 5.2, 5.3, 5.4, 7.1, 7.3, 8.1, 8.2,

Strategic Approach: Finances & Operations

Generate and manage resources effectively and efficiently

- Review yearly budget and accountability measures
- Plan with fiscal responsibility for capital expansion
- Ensure operational services deliver products and services that support student success
- Communicate the expectations, effectiveness, and continuous improvement of the system to all stakeholders through various methods and marketing strategies

GSBA Vision Project Recommendations:

2.1, 5.4, 8.4, 9.2, 9.5, 9.6

Jefferson City Schools Mission: To Graduate Fully Functioning Adults

“Exposure to Excellence Promotes Excellence”

Jefferson City Schools 2020–2025 Strategic Plan

20K Challenge: Building a DRAGON of Excellence

Strategic Approach: Instruction

Fullfill the expectations of the JCS Learner Profile

Goal	Strategies	Evidence	Persons Responsible
Think critically and creatively to solve problems Increased participation in co-curricular and individual activities.	<ul style="list-style-type: none"> Assess co-curricular offerings and provide more opportunities for participation Develop project based activities Integrate STEAM based programs with the existing curriculum 	<ul style="list-style-type: none"> Offerings of co-curricular activities/competitions Individual activities/competitions Grade level/course curriculum documents Classroom observations (TKES) 	<ul style="list-style-type: none"> School Administrators and Staff Instructional Services Department Superintendent Board of Education
Seek, evaluate, and utilize information Jefferson City Schools scores in the 90th percentile or above as measured by the College and Career Readiness Performance Index (CCRPI)*.	<ul style="list-style-type: none"> Provide professional learning and parent education Implement myPATH program, Schools of Excellence program, short and long term strategies Implement Data Teams Expand early learning and non-traditional learning opportunities Increase SAT/ACT preparation and participation 	<ul style="list-style-type: none"> All Indicators on the CCRPI Offerings of early and non-traditional learning opportunities such as online learning and virtual school, before/after school programs and summer school. myPATH activities and plans for individual students School of Excellence activities and plans for individual students SAT/ACT prep opportunities and participation PSAT, SAT and ACT participation in MS & HS 	<ul style="list-style-type: none"> School Administrators and Staff Instructional Services Department Superintendent Board of Education
Compete and engage in global environments Increased opportunities for global awareness.	<ul style="list-style-type: none"> Offer professional learning on diversity and communications Provide cultural experiences Research/expand world language opportunities 	<ul style="list-style-type: none"> Schools/staff participating in diversity training Cultural events held at schools or attended by students Number of K-12 world language opportunities 	<ul style="list-style-type: none"> School Administrators and Staff Instructional Services Department Superintendent Board of Education

Jefferson City Schools 2020–2025 Strategic Plan

20K Challenge: Building a DRAGON of Excellence

Strategic Approach: Instruction

Fullfill the expectations of the JCS Learner Profile

	<ul style="list-style-type: none">• Prepare students to compete in a global workforce• Provide opportunities for students to communicate and collaborate with other global communities	<ul style="list-style-type: none">• Percentage of graduates earning two or more credits in the same world language• Percentage of graduates completing a global, career related work based learning opportunity	
Listen, communicate, and collaborate effectively Exhibit strong personal qualities	<ul style="list-style-type: none">• Provide professional learning and collaboration with teachers and counselors• PBIS and other Social Emotional Learning programs• Develop and implement programs to promote communication, collaboration, and leadership in students	<ul style="list-style-type: none">• Report cards K-12• Capstone and service Learning projects• Counselor Guidance documents and data for myPATH and Schools of Excellence programs• Leadership and/or Perfectly Polished program certificates• Leadership courses• Increased percentage of students that demonstrate "successful" as determined by the JCS PRIDE WORK Habits or other employability skills program on the report cards, K-12.	<ul style="list-style-type: none">• School Administrators and Staff• Instructional Services Department• Superintendent• Board of Education
Be college and career ready <i>All graduates are prepared for postsecondary education and employment.</i>	<ul style="list-style-type: none">• Prepare students to compete in a local and global workforce	<ul style="list-style-type: none">• Number of students continuing in post-secondary or occupation of career pathway	<ul style="list-style-type: none">• School Administrators and Staff• Instructional Services Department• Superintendent• Board of Education

*Measures content mastery by Georgia State Standards (Georgia Standards of Excellence and Georgia Performance Standards) assessments in English/language arts, reading, mathematics, science and social studies; (2) post elementary, middle and high school readiness (includes English Language Learners, Student with Disabilities and gifted/talented students, as well as attendance, SAT, ACT, and AP exam results); and (3) predictors for high school graduation and final graduation rate.

Strategic Approach: Human Resources

Ensure highly effective personnel

Goal	Strategies	Evidence	Persons Responsible
Recruit, continuously train, and retain highly qualified faculty and staff to deliver rigorous, progressive, and individualized instruction	<ul style="list-style-type: none"> • Develop and implement a targeted recruitment, selection, and placement plan to attract highly effective talent • Develop a system to retain and recognize our most effective employees • Identify, develop, and foster leadership at all levels 	<ul style="list-style-type: none"> • RESA Salary and Benefit Study comparability • Increased pool of available candidates in hard-to-staff fields • Increased retention of effective employees • Increased pool of available high quality school and system leadership candidates • Faculty and Staff perception surveys 	<ul style="list-style-type: none"> • Board of Education • Superintendent • Finance and Human Resource Department • Instructional Services Department • System and School Leaders
Create a culture of excellence through consistency, trust, and collaboration	<ul style="list-style-type: none"> • Build system norms and common values that strengthen our brand and define our core values • Create a culture of curiosity, engagement, and innovation among staff 	<ul style="list-style-type: none"> • Increases in positive perceptions from faculty and staff and student perception survey data • Professional learning offerings and participation levels • Increased retention of effective employees • Exit survey data 	<ul style="list-style-type: none"> • Board of Education • Superintendent • Finance and Human Resource Department • Instructional Services Department • System and School Leaders
All departments and schools effectively utilize human resources, maximizing impact on student success	<ul style="list-style-type: none"> • Promote effective and flexible utilization of human resources • Formally recognize the alignment to the systems core values and best practices 	<ul style="list-style-type: none"> • Improved alignment of human resources with student learning and school improvement goals • Enhanced employee recognition based on student learning and success measures 	<ul style="list-style-type: none"> • Finance and Human Resource Department • Instructional Services Department • School Leaders

Jefferson City Schools 2020–2025 Strategic Plan

20K Challenge: Building a DRAGON of Excellence

Strategic Approach: Facilities & Technology

Provide world-class facilities for students, staff, and the community that allow for instruction, security, & growth

Goal	Strategies	Evidence	Persons Responsible
Support instruction for a globally competitive student with system facilities and technology	<ul style="list-style-type: none">• Develop and implement a technology plan• Collaborate across the district• Define relevant program and school needs• Provide opportunities for stakeholder feedback	<ul style="list-style-type: none">• Local and district facility plan• Local and district technology plan	<ul style="list-style-type: none">• Board of Education• Facilities Department• Instructional Services Department• Technology Department• Finance and Human Resource Department
All students are educated in learning environments that are safe, drug-free, and conducive to learning	<ul style="list-style-type: none">• Maintain and expand partnership with law enforcement /emergency agencies• Provide safety and preventive services training• Include school safety and security review in the district's facilities yearly reviews• Support schools on the utilization of the code of conduct for consistency across the district	<ul style="list-style-type: none">• Discipline incidents• Student tribunals• Injuries (student and staff)• Safety training – (Emergency drill schedule, MINDSET restraint training, CPR training)• Climate survey results• PBIS and SEL Data• GSBA Risk management plans• Safety Alert Data (e.g., Centegix)	<ul style="list-style-type: none">• Superintendent• Safety and Security Department• Student Support Services Department – (School counselors & School Psychologist)• Local Law Enforcement• Local Emergency Management• Instructional Services Department
Facilities and technologies are built, purchased, and maintain the expectations of system	<ul style="list-style-type: none">• Develop and implement a capital improvement plan• Create and utilize a facilities plan• Maintain focus on energy efficiency	<ul style="list-style-type: none">• Utilities Report• Maintenance requests• Completion turnaround for Preventative Maintenance requests• Technology maintenance report	<ul style="list-style-type: none">• Superintendent• Board of Education• Facilities Department• Finance and Human Resource Department

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Strategic Approach: Facilities & Technology

Provide world-class facilities for students, staff, and the community that allow for instruction, security, & growth

		<ul style="list-style-type: none">• Capital Improvement Plan• Facilities Plan	
Provide exposure to technologically evolving learning environments	<ul style="list-style-type: none">• District and schools work collaboratively to transition to and improve digital instructional resources and assessments• Continue implementation of students leveraging BYOT and district-provided equipment• Provide digital content for students• Provide professional learning for staff that supports the integration of technology• Align technology implementations to support the core values and support workforce development	<ul style="list-style-type: none">• School and district improvement plans• Facilities Plan• CCRPI results• Classroom observations (TKES)• Usage reports for learning platforms• Technology plan (System & school)	<ul style="list-style-type: none">• Board of Education• Superintendent• Instructional Services Department• Technology Department• School Administrators and Staff
A technology-driven personalized learning environment is provided for all students that results in increased academic performance.	<ul style="list-style-type: none">• Incorporate myPATH and Schools of Excellence program, an individual learner plan, for students• Redefine seat time / Carnegie unit policy to a student-centered approach allowing acceleration	<ul style="list-style-type: none">• Professional development opportunities (online and face-to-face)• Policy changes• CCRPI results• Digital content availability	<ul style="list-style-type: none">• Board of Education• Superintendent• Instructional Services Department• Technology Department• School Administrators and Staff

Jefferson City Schools 2020–2025 Strategic Plan

20K Challenge: Building a DRAGON of Excellence

Strategic Approach: Facilities & Technology

Provide world-class facilities for students, staff, and the community that allow for instruction, security, & growth

	<ul style="list-style-type: none">of content and courses• Create a learning community for teachers and administrators to collaborate and share instructional strategies and experiences	<ul style="list-style-type: none">• Usage reports for learning platforms	
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Jefferson City Schools 2020–2025 Strategic Plan

20K Challenge: Building a DRAGON of Excellence

Strategic Approach: Finances & Operations

Generate and manage resources effectively and efficiently

Goal	Strategies	Evidence	Persons Responsible
Review yearly budget and accountability measures	<ul style="list-style-type: none">• Create an annual budget that supports the district's vision• Maintain a millage rate that is fiscally responsible to tax payers• Evaluate budget monthly and communicate to stakeholders• Review state and federal compliance requirements, revising local procedures if necessary	<ul style="list-style-type: none">• Cost per pupil• Year-end balance (reserves)• Funding sources• Millage rate• General Fund distribution• Annual Board of Education Retreat(s)	<ul style="list-style-type: none">• Board of Education• Superintendent• Finance Department• Superintendent staff• School Principals
Plan with fiscal responsibility for capital expansion	<ul style="list-style-type: none">• Inform stakeholders of student enrollment growth, state of facilities and financial options.• Fund district Facilities Plan	<ul style="list-style-type: none">• Funding needed• Identified funding resources• Tentative timeline	<ul style="list-style-type: none">• Board of Education• Superintendent• Finance Department
Ensure operational services deliver products and services that support student success	<p>Food and Nutrition</p> <ul style="list-style-type: none">• Set and evaluate participation benchmarks against best practices <p>Transportation</p> <ul style="list-style-type: none">• Enhance bus safety by continuing bus driver and student training, and community outreach• Deliver students on time and ready to learn	<p>Food and Nutrition</p> <ul style="list-style-type: none">• Breakfast and lunch participation• Free/reduced and paying participation <p>Transportation</p> <ul style="list-style-type: none">• On time arrivals• Bus accidents• Transportation attendance• Transportation usage and mileage• Age of buses	<ul style="list-style-type: none">• Food and Nutrition Department• Transportation Department• Superintendent

Jefferson City Schools 2020–2025 Strategic Plan

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Strategic Approach: Finances & Operations

Generate and manage resources effectively and efficiently

Communicate the expectations, effectiveness, and continuous improvement of the system to all stakeholders through various methods and marketing strategies	<ul style="list-style-type: none">• Utilize and diversify communication tools to reach specific stakeholders• Develop and implement a data dashboard for electronic communication• Provide parent education resources• Establish, communicate and utilize a district Continuous Improvement Plan• Provide opportunities for district initiatives• Expand and monitor partnerships with business and community leaders	<ul style="list-style-type: none">• Print and electronic communications tools• Media Coverage• Partnerships (including mentors) and funding (including grants)• System wide work groups and advisory committees• CCRPI• District Accreditation• School Improvement Plans• Department Improvement Plans• Data Dashboard / communication platform	<ul style="list-style-type: none">• Board of Education• Superintendent• District Departments• School Principals
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