



Jamestown Public School District Strategic Plan

“Engaging students with challenging and innovative experiences to prepare them for future success.”

Prepared for:

Jamestown Public School Board of Education

Adam Gehlhar, Superintendent of Schools

Reviewed and Board Revised:

July 2026

Strategic Planning Annual Review

STRATEGIC PLANNING REVIEW PROCESS

The Jamestown Public School District has established a board committee to annually review and revise the Jamestown Public School District Strategic Plan. The plan is designed to be a living document to be monitored against current data produced and perspectives through progress monitoring. The committees shall include the Central Office cabinet and members of the Jamestown School Board to be led by the superintendent. The review may not substantially change the intent of the strategic planning task force but provides feedback to adjust to current performance indicators.

This 2026-2031 Strategic Plan process reviewed the 2024 revision's objectives and initiatives that were completed and still in progress. The board-approved strategic plan included focus areas align with the adopted standards of our accreditation organization Cognia. Within each of these focus areas include individual goals, metrics to assess progress, and a monitoring schedule that will drive the district's continuous improvement process.

Jamestown Board Executive Review Team (2026 Revision)

Dr. Heidi Larson, School Board President
Aaron Roberts, School Board
Jamie Bear, School Board
Dr. Robert Lech, Superintendent
Adam Gehlhar, Continuous Improvement Director
Kristi Grounds, Business Manager/HR Director

Jamestown School Board (2027)

Jason Rohr, School Board President
Aaron Roberts, School Board Vice-President
Jamie Bear
Melissa Gleason
Owen McKenna
Jacob Meier
Heidi Larson
Steve Veldkamp
Mindy Skunberg

STRATEGIC PLAN OVERVIEW 2026-2031

Our Mission

Engaging students with challenging and innovative experiences to prepare them for future success.

Our Vision

Jamestown Public Schools supports a safe, educationally rigorous, and collaborative environment. Our vision is to prepare students for tomorrow's challenges by practicing skills such as collaboration, communication, creativity, and critical thinking. We believe all students should have personalized, authentic experiences that integrate with the community for meaningful learning. As an essential contributor to the growth of our students intellectual, social, and personal well-being, we will positively impact our community and society.

Our Values

The Jamestown Public Schools values strong relationships between and among students, staff, parents, and the community. By engaging students with a rigorous and relevant curriculum, we will deliver a high quality of instruction by leveraging innovative experiences. Through the support of our community, “*Learning for All*” will be the central value that guides our efforts to meet the Mission and Vision of our school district.

Our Strategic Focus

The Jamestown Public School District will achieve its mission, vision, and values through the fulfillment of its strategic plan. The following strategic focal areas will guide our efforts as we “Engage students with challenging and innovative experiences to prepare them for future success.”

- I. Creating Positive School Culture
- II. Strengthening Teaching and Leadership
- III. Helping Students Stay Engaged
- IV. Supporting Growth and Success
- V. Planning Responsibly for the Future

Progress Monitoring

Each strategic goal will be progress monitored twice each year during a regularly scheduled school board meeting. The following guidelines will be used in reporting on the scorecard:

Goal Met: All active metrics under the goal are met or exceeded

Goal On Track: At least 50% of active metrics are on track, met, or exceeded

Goal Not On Track: Fewer than 50% of active metrics are on track, met, or exceeded

Goal Not Started: No active metrics are available to evaluate

Strategic Focus 1: Creating a Positive School Culture

Jamestown Public Schools wants every student, family, staff member and community partner to feel welcomed, connected, and supported. We believe students learn best when they feel safe, valued, and part of a strong school community.

Creating a Positive School Culture Goal

Jamestown Public Schools will build a positive and connected school culture where students, families, staff, and the community to support of learning.

Priority Area 1: Family Engagement and Student Experience

- We will create schools where students and families feel safe, supported and connected.
 - Metric: $\geq 85\%$ parent-teacher conference attendance
 - Metric: Cognia family survey ≥ 3.00
 - Metric: $\geq 45\%$ Emotionally Committed on student engagement survey
 - Metric: $\geq 80\%$ of Students belonging on student engagement survey

Priority Area 2: Community Connection and Communication

- We will improve communication with families and the community so people understand district priorities, decisions, and progress.
 - Metric: Community survey ≥ 3.00
 - Metric: 90% of Parents would recommend our district to others.
 - Metric: Increase district web page and app views by 25%

Priority Area 3: Staff Culture and Work Environment

- We will support a positive workplace where staff feel valued, connected, and able to grow.
 - Metric: Staff survey ≥ 5.00 (Engagement, Vitality, Relationships, Belonging)
 - Metric: Participation rates in engagement activities

Strategic Focus 2: Strengthening Teaching and Leadership

Jamestown Public Schools believes everyone in the district is a learner. Strong leadership, clear expectations, quality instruction, and continuous improvement help ensure that all students have access to high-quality learning.

Strengthening Teaching and Leadership Goal

Jamestown Public Schools will strengthen curriculum, instruction, leadership, and improvement systems so all students have access to high-quality learning.

Priority Area 1: Clear and Aligned Learning Expectations

- We will make sure each grade level and course has clear learning expectations that are aligned to important academic and life skills.

- Metric: 100% of courses and grade levels reporting proficiency on priority academic standards
- Metric: 100% of priority academic standards published during the 2026/2027 school year
- Metric: 100% of priority non-academic skills published for all courses and grade levels

Priority Area 2: Instructional Leadership and Continuous Improvement

- We will support principals, teachers, and staff with professional learning, strong leadership systems, and clear improvement processes.
 - Metric: $\geq 90\%$ of professional learning aligned to strategic priorities
 - Metric: Staff survey ≥ 5.0 (Meetings, Leadership, Communication, Supportive Community)
 - Metric: $\geq 60\%$ of staff involved in committee work and positively rating influence on decision making
 - Metric: $\geq$ Implementation of 20% of Marzano elements annually for 100% implementation in 5 years.
 - Metric: $\geq 100\%$ of staff demonstrate growth through personalized professional learning.

Priority Area 3: Partnerships and Real-World Learning

- We will strengthen partnerships with families, businesses, and community organizations to give students more meaningful, real-world learning opportunities.
 - Metric: Community survey ≥ 4.00
 - Metric: Cognia family survey ≥ 4.00
 - Metric: $\geq 75\%$ of high school seniors completing 25 hours of community service
 - Metric: 100% of community and business partners positively rating the school/community relationship
 - Metric: 100% of all courses and grade levels establish a community partner for relevant learning by May of 2027.

Strategic Focus 3: Helping Students Stay Engaged

Jamestown Public Schools wants students to be active participants in their learning. Students should see the purpose in what they are learning, feel connected to school, and have opportunities to explore their interests and build confidence.

Helping Students Stay Engaged Strategic Goal

Jamestown Public Schools will increase student engagement by creating learning experiences that are relevant, connected, accessible, and help students take ownership of their learning.

Priority Area 1: Student Engagement and Learning Environment

- We will create classrooms and schools where students are actively involved in meaningful learning.
 - Metric: $\geq 45\%$ of students classified as Behaviorally Committed
 - Metric: $\leq 10\%$ of students classified as Disengaged

Priority Area 2: Digital Learning and Modern Learning Environments

- We will use technology and teaching best practices to support student learning and engagement.
 - Metric: ELEOT Digital Learning Environment Score ≥ 2.0
 - Metric: 75% of staff receive a 3.0 or higher rating on Aligning Resources to Standards including digital resources.

Priority Area 3: Attendance and Access to Learning

- We will work to improve attendance and make sure students have consistent access to learning opportunities.
 - Metric: $\leq 51\%$ of students with 5 or fewer absences
 - Metric: Chronic absenteeism rate $\leq 12\%$

Strategic Focus 4: Supporting Student Growth and Success

Jamestown Public Schools is committed to helping students grow academically and personally over time. We will use data and evidence to understand student needs, provide support, and prepare students for success after graduation.

Supporting Student Growth and Success Strategic Goal

Jamestown Public Schools will help students grow, achieve at high levels, and prepare for success in school, career, and life.

Priority Area 1: Systems of Support for Student Learning

- We will provide the right level of support for students based on their needs, including extra help or more intensive support when needed.
 - Metric: $\geq 80\%$ of students succeeding with core instruction
 - Metric: $\geq 15\%$ of students succeeding with targeted support
 - Metric: $\geq 5\%$ of students needing intensive individualized instruction

Priority Area 2: Academic Achievement and Proficiency

- Increase student achievement to ensure high levels of proficiency across all content areas.
 - Metric: Establish K-3 literacy benchmark target
 - Metric: $\geq 95\%$ students meeting proficiency in 9th grade standards by 2028
 - Metric: $\geq 100\%$ of grade levels K-8 meeting overall adequate progress targets
 - Metric: $\geq 65\%$ proficiency in Math on the North Dakota State Assessment
 - Metric: $\geq 75\%$ proficiency in Reading on the North Dakota State Assessment
 - Metric: $\geq 75\%$ proficiency in Science on the North Dakota State Assessment

Priority Area 3: College, Career and Life Readiness

- We will provide academic pathways and experiences that prepare students for life after high school.
 - Metric: $\geq 45\%$ of juniors and seniors successfully completing work-based learning, peer to peer, or internship programs by graduation.
 - Metric: $\geq 82\%$ of high school seniors meeting or exceeding Choice Ready standards
 - Metric: $\geq 50\%$ of students classified as Cognitively Committed (State Engagement Survey)

Strategic Focus 5: Planning Responsibly for the Future

The Jamestown Public School District will allocate resources necessary to fund and execute the strategic plan. The ability to effectively operate the district, support stakeholder needs, and meet current and future needs is predicated upon both short and long-term planning in staffing, facilities, technology, and district finances.

Planning Responsibly for the Future Strategic Goal

Jamestown Public Schools will align funding, staffing, facilities, technology, and operations to support district priorities and remain financially sustainable over time.

Priority Area 1: Long-Term Financial and Facility Planning

- We will plan ahead for facility needs and use district resources responsibly to support long-term financial stability.
 - Metric: 10% of Prioritized facility projects will include an external funding strategy, with at least 50% of those project costs supported by grants, matching funds, partnerships, fundraising, or other non-General Fund or building fund revenue
 - Metric: $\geq$ Reduce the 10 year capital maintenance forecast from \$26 Million to \$16 Million by 2031.
 - Metric: Align facility and human resources to efficiently support the current and forecasted enrollment, maintaining a target utilization of 85%
 - Metric: Implement the revenue strategies and expenditure reductions necessary to maintain or achieve a projected General Fund ending balance of at least 15% throughout the district's long-term financial forecast.

Priority Area 2: Staff Sustainability and Workforce Stability

- We will support staff well-being, retention, and long-term workforce planning.
 - Metric: Staff survey ≥ 5.0 (Life Balance, Workload Management, Hope)
 - Metric: Increase staying power indicators by 10%
 - Metric: Voluntary staff attrition $\leq 10\%$ annually

- Metric: Balanced staff experience distribution (early career – 40%, mid-career 40%, late career 20%) – Annual identification of key recruitment areas with succession planning
- Metric: 5% of staff complete a Stay Interview annually.

Priority Area 3: Strategic Communication and Organizational Alignment

- We will maintain clear communication so staff, families, and the community understand district priorities, decisions, and progress.
 - Metric: Community survey ≥ 4.00
 - Metric: Cognia family survey ≥ 3.00
 - Metric: Staff Survey ≥ 5.0 (Supportive Community)

Community Glossary

Term	Definition
Adequate Progress Target	The expected amount of academic progress for a grade level or student group during a defined period.
Baseline	The starting performance level used to set a target and measure improvement.
Building Fund	A legally designated district fund used for eligible facility construction, improvement, repair, and related capital costs.
Capital Project	A major investment in a building, site, system, or equipment that provides value over multiple years.
Choice Ready	North Dakota's framework for determining whether graduates are prepared for college, a career, or the military.
Chronic Absenteeism	Missing 10% or more of enrolled school days for any reason, including excused and unexcused absences.
Cognia	The organization that provides accreditation, improvement standards, surveys, and related services for Jamestown Public Schools.
Committed / Disengaged	Student engagement classifications reflecting behavioral participation, emotional connection, and cognitive investment in learning.
Core, Targeted, and Intensive Support	Increasing levels of instruction and assistance provided to students according to their individual needs.
ELEOT	The Effective Learning Environments Observation Tool, a Cognia classroom observation tool that measures students' learning experiences.
Ending Fund Balance	Money remaining in a district fund at the end of the fiscal year to support cash flow, future needs, and unexpected costs.
Facility Utilization	A comparison between the number of students using a facility and the number it can effectively accommodate.
General Fund	The district's primary operating fund for salaries, benefits, instruction, utilities, supplies, and other day-to-day expenses.

Term	Definition
Level I / Level II Teacher	A Level I teacher has fewer than three completed years with JPS; a Level II teacher has three or more completed years with JPS.
Marzano Focused Model	The district's four-point framework for supporting and evaluating teacher practice in planning, instruction, learning conditions, and professional responsibilities.
Metric	A specific measure used to evaluate progress toward a strategic priority or goal.
North Dakota State Assessment	The statewide assessment of student proficiency in English language arts, mathematics, and science.
Priority Academic Standards	The knowledge and skills identified as most essential for students to learn in a grade level or course.
Proficiency	Demonstration that a student has met established learning expectations for a standard, course, or grade level.
Progress Monitoring	The scheduled review of data to determine whether the district is making sufficient progress toward its goals.
Promoter Question	A survey question asking how likely a respondent is to recommend the school or district to others.
Staff Attrition	The percentage of employees who leave the district during a defined period; voluntary attrition excludes district-initiated departures.
Stay Interview	A structured conversation used to understand why an employee remains with the district and what may strengthen retention.
Staying Power Indicators	Vital Network staff-survey measures associated with employees' willingness and intention to remain with the district.
Ten-Year Capital Plan	A long-range schedule of anticipated facility repairs, replacements, renovations, costs, and potential funding sources.
Technology Integration	Intentional use of digital tools to help students collaborate, create, solve problems, access content, and demonstrate learning.
Work-Based Learning	Supervised learning that connects classroom instruction with authentic workplace experiences, such as internships and job shadows.