

Jackson-Madison County School System

Strategic Plan
2019-2024



Jackson-Madison County School System Strategic Plan

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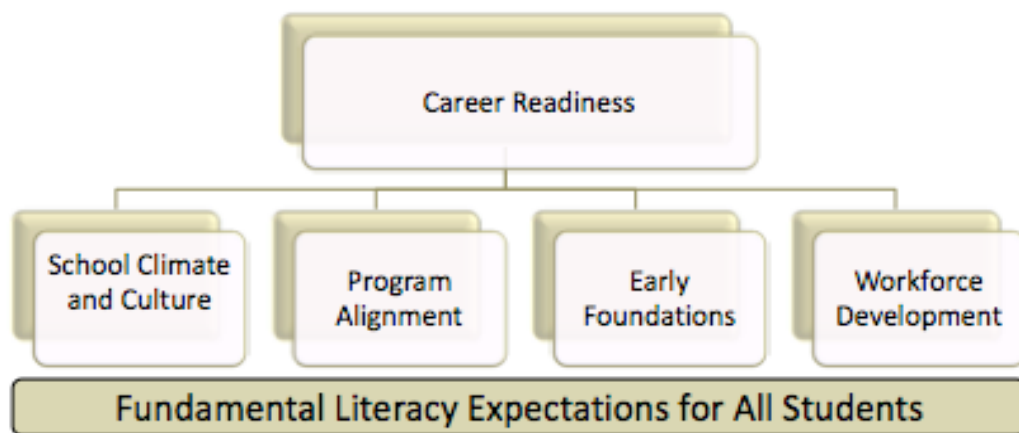
Vision

All Students will acquire the knowledge and skills to pursue options and opportunities and become productive citizens.

Mission

To provide tomorrow's leaders options and opportunities to succeed by providing a safe, caring, learning environment, working in cooperation with families and the community, and providing appropriate curriculum and effective instruction.

District-Wide Goal and Priorities



Goal 1 – School Climate and Culture

- ❑ Improve on identified areas of weakness shown in yearly individual school surveys and the district survey
- ❑ Reduce number of chronically out-of-school students
- ❑ Reduce out-of-school suspension and in-school suspension
- ❑ Provide intensive support to building leadership capacity in relation to cultural competence, a student code of conduct, and classroom management support
- ❑ Provide support to principals to address the overarching issues regarding student-teacher relationships, discipline and attendance data, and the direct correlation to student achievement
- ❑ Improve teacher recruitment and retention and attendance numbers
- ❑ Continue efforts to create and sustain a supportive atmosphere for all district employees

Climate and Culture Statements

1. We seek to make employees feel valued, supported, respected and cared for by treating everyone equitably, encouraging positive thinking, and celebrating our successes and accomplishments.
2. We encourage trust in all employees by supporting them in owning mistakes when they occur, and listening to concerns, problems and failures.
3. We share a sense of purpose and high expectations for all students and staff members, manifested through a common goal of pursuing excellence and measuring our progress toward established goals.
4. We create opportunities for creativity and networking across the district by encouraging open communication and the sharing of ideas.
5. Create opportunities for Board Members to build trust and team building.
6. All employees of the Jackson-Madison County School System are invited and expected to voice their opinions, suggestions, and concerns in order to help the district create, promote and sustain a culture that is open and receptive to feedback.
7. All our decisions are made based on what is in the best interest of our students.

Goal 2- Program Alignment

- Continue implementation of aligned curricula at all schools
- Align intervention programs to support Tier 1 instruction
- Continue implementation of a district-wide instructional framework to create a common language regarding effective instruction and coaching
- Partner with local childcare centers and head start programs to align expectations for kindergarten readiness
- Partner with local industry to create meaningful career-focused programs in schools
- Administer common benchmark assessments at various times throughout the year

Goal 3 – Early Foundations

- Continue implementation of Pre-K curriculum and classrooms
- Continue implementation of Core Knowledge Language Arts (CKLA) Skills curriculum in K-2
 - Structured phonics program
- Continue implementation of Core Knowledge Language Arts (CKLA) Listening and Learning curriculum in K-2
 - Knowledge-building program
- Continue the expansion of Pre-K
- Meet regularly with the Early Childhood Leadership Collaborative, comprised of leaders from head start programs and Pre-K centers in Madison County, to collaborate on ways to best prepare students for kindergarten

Goal 4 – Workforce Development

- ❑ Continue to increase early post-secondary opportunities (EPSOs) for all students
- ❑ Extend L.O.O.P. (Local Options and Opportunities Program) partnerships in the fields of advanced manufacturing and health science
- ❑ Create additional options and opportunities as part of LAUNCH Career Readiness Initiative
- ❑ Expand Career and STEM Activities in all grade levels
- ❑ Strengthening partnerships with Tennessee College of Applied Technology (TCAT)
- ❑ Provide more opportunities to increase student exposure to career opportunities with local industry partners
- ❑ Establish a district Workforce Development Center

Goal 5 – Literacy

- Continue implementation of English Language Arts curriculum in all grade levels
- Improvement with implementation of our literacy-based (Tier 1) instructional framework across all grade levels and subjects
- Increase the percentage of teachers engaging all students in effective, literacy-based lessons (reaching Core Action 3 on our instructional framework)
- Work towards a minimum of a Level 3 score on TVAAS Literacy at all schools
- Increase achievement in all areas by 4-6% - as defined by Annual Measurable Objectives (AMOS) set by the Tennessee Department of Education

Goal 6 – Achievement

- Improvement in TVAAS levels (minimum goal of 3, but also measuring progress in index)
- Increase achievement in all areas by 4-6% - as defined by Annual Measurable Objectives (AMOS) set by the TDOE
- Create initiatives to improve the district's graduation rates
- Implement programs to support students and their success on the ACT

Goal 7 – Operational

- Refine our 10-year Capital Plan yearly
- Completion of our Priority 3 – 5 projects
- Recruitment plan for minority teachers, hard-to-fill subject areas, and at-risk schools
- Utilize report from Lean Frog to improve in Human Capital, Transportation, Maintenance, and Finance
- Improve our financial tracking processes
- Develop a comprehensive safety plan in conjunction with the Jackson Police Department and the Madison County Sheriff's Department
- Create a plan to develop school safety personnel

Critical areas in need of improvement

- Leadership capacity
- Instructional capacity
- Efficiency within departments
- Organizational climate and culture
- District priorities
- Student achievement
- Relationship with community and businesses
- Extensive capital needs
- Board relationship

Our plan

We will successfully advance our priorities and meet our goals as a district if we rely on a research-based, experience proven plan for improving instruction in every classroom.

Centered on:

- Curriculum – what we teach
- Framework – how we teach
- Program Alignment
- Authentic Literacy
 - Literacy is the spine that holds all of this together.
 - Every person in our district is a reading teacher.
 - With the exclusion of math, all classes should include one or multiple texts every day.
 - Improving literacy is an educational issue, an economic issue, and a moral issue.

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