



Jamestown Public School District Strategic Plan 2019-2024

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

Prepared for:

Jamestown Public School Board of Education

Dr. Robert Lech, Superintendent of Schools

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To Our Community

The Jamestown Public School District is a public school district serving 2,134 students within the K-12 setting and an additional 21 in Pre-K special education. The district operates five elementary schools that include kindergarten through grade 5, one middle school grades 6-8, and one high school grades 9-12, as well as Jamestown North, the district's alternative high school.

The community of Jamestown, according to the 2017 census data, has a population of 15,387. The limited ethnic diversity of the school population is reflective of the community at-large. The student population is 86.57% White, 4.01% Black/African American, 3.78% Hispanic or Latino, 1% American Indian, <1% in Asian, <1% Native Hawaiian with 4.15% categorizing themselves as Multi-Racial. The poverty level in the community of Jamestown is 17.6% as opposed to a state average of 14.4% with the poverty need of students also represented in the district's Free and Reduced percentage of 36%.

The Jamestown Public School District is accredited by AdvancED and the North Dakota Department of Public Instruction. In addition to academic programs, support services are available to all students and families in guidance, health, school psychology, occupational services, and social services. A full range of services are also provided to students age 3 to 21 who have been identified as intellectually disabled, emotionally disordered, speech/language impaired, hearing impaired, or learning disabled. The district operates the Transition House, which is a program designed to support and build independent living skills for applicable students ages 18-21.

The district takes great pride in the all of the offerings made available to students, including curricular, co-curricular and extra-curricular. These commitments have enabled students at JPS to become life-ready to make a successful transition from the high school experience to whatever next step is appropriate for each student. Additionally, a focus on providing challenging, but supported, pathways for each student has resulted in standardized test scores that meet or exceed state and/or national averages.

The focus of this strategic planning process has been to directly and transparently outline the future direction of the Jamestown Public School District. This plan is inclusive of goals, objectives, and progress monitoring measures as well as a plan to annually review. This allows the school board and administration to review and nimbly respond to changes to ensure relevancy and accountability.

Thank you for your support as we live our mission of “engaging students with challenging and innovative experiences to prepare them for future success”. This is truly a collaborative statement that requires the commitment and work of all stakeholders.

Dr. Robert Lech, Superintendent
Jamestown Public School District #1

Jamestown School Board

Roger Haut, School Board President
Dr. Heidi Larson, School Board Vice-President
Greg Allen
Melissa Gleason
Diane Hanson
Jason Rohr
Jennifer Schmidt
Bob Toso
Steve Veldkamp

Jamestown Leadership Team

Luke Anderson, Gussner Elementary Principal
Adam Gehlhar, Jamestown High School Principal
Ryan Harty, Jamestown Middle School Principal
Joe Hegland, District Curriculum and Professional Development Coordinator
Dr. Robert Lech, Superintendent
Brandie Ulland, Striving Readers and MTSS Coordinator/Instructional Coach

Community Leaders Focus Group

Warren Abrahamson, News Director, Ingstad Family Media
Tami Dillman, Central Valley Health
Scott Edinger, Chief of Police, City of Jamestown
Sarah Hellekson, City Administrator, City of Jamestown
Connie Ova, Director, Jamestown Stutsman County Development
Dr. Polly Peterson, President, University of Jamestown
Kelly Rachel, President, Unison Bank
Sean Rinkenberger, Chief Financial Officer, First Community Credit Union
Casey Stoudt, Owner, RM Stoudt Dealership
Searle Swedlund, Executive Director, Jamestown Tourism
Amy Walters, Director, Two Rivers Activity Center (TRAC)

Jamestown Strategic Planning Committee

Angie Allmer, Community Representative
Lisa Anderson, Roosevelt Elementary
Luke Anderson, Gussner Elementary Principal
Ken Aune, Middle School Teacher
Emily Bivens, Community Representative
Mindy Blackmore, Roosevelt Elementary Teacher, District School Improvement Committee
Heidi Budeau, Special Education Director
Shea Carroll, Student
Adam Gehlhar, Jamestown High School Principal
Deb Hanson, Middle School Teacher, District School Improvement Committee

Ryan Harty, Jamestown Middle School Principal
Roger Haut, School Board President
Beth Martin, Parent
Tony McIntyre, High School Teacher
Ed Meidinger, Support Staff
Jessica Schmitz, Student
Mindi Schmitz, Parent
Tricia Seckerson, Parent
Dr. Michelle Solenksy, Parent
Brandie Ulland, Striving Readers and MTSS Coordinator/Instructional Coach
Steve Veldkamp, School Board Member

Dr. Jeffrey M. Schatz served as the Chair/Facilitator while the district administrator played the role of the support team and assisted in facilitating the process.

STRATEGIC PLANNING PROCESS OVERVIEW AND DEFINITIONS

School District Systems Alignment

There is a difference between the three central tenets of school district organization. Those tenants include Board Governance Policies, District Strategic Planning, and District Operational Planning. The following definitions help clarify the roles each plays in a strategically aligned school district. See figure below:

Elements of a Strategic Plan

A comprehensive strategic plan includes both the academic and operational aspects of a school district as identified in the district's accreditation process; the AdvancED school improvement model. This model consists of three domains:

- ❖ Leadership Capacity
- ❖ Learning Capacity
- ❖ Resource Capacity

The Domains are statements that define the capacity of a school district to provide quality student experiences as measured by a set of standards and meet the rigorous demands of continuous school district improvement. A Strategic Plan will align the work of the District in both academic and operational strategic initiatives, goals and result metrics.

The elements of a good strategic plan include: Mission Statement, Vision Statement, Belief or Value Statements, Strategic Initiatives, Goals, and Results and are aligned with the AdvancED performance standards for continuous school improvement.

What is Strategic Planning?

Strategic planning is an organizational management activity that is used to set priorities, focus energy and resources, strengthen operations, and ensure that employees, board members, and stakeholders are all working toward common goals. It is an effort that will guide fundamental decisions and actions to shape the future of your school district.

What is a Strategic Plan?

A Strategic Plan is a living document used to communicate the organization's goals, the priorities needed to achieve those goals, and metrics used to measure progress on those goals. It includes both the academic and operational aspects of the school district.

Strategic plans are aligned with the Boards governing policies. Through these policies, the Board sets the directive; however, the Superintendent ensures a process is put in place to develop and implement a strategic plan.

Strategic Planning vs. Operational Planning

A strategic plan is a living document used to communicate the organization's goals, the priorities needed to achieve those goals, and metrics used to measure progress on those goals. It outlines

your mission, vision, values, and strategic initiatives (focus) for the next three to five years. A focused strategic plan will strengthen operations, and ensure that employees, board members, and stakeholders are all working toward common goals.

An operational plan is a yearly plan which will focus the work of the district during the current school year. It is the mechanism used to implement a strategic plan. The operational plan is directly aligned to the strategic plan and includes metrics to measure

Environmental Scanning

Engaging in a strategic planning process involves looking at the internal and external factors both perceptual and factual associated with the school district's current performance. A method typically used to complete this task is called "Environmental Scanning."

Environmental scanning is a process where both internal and external factors that impact the effectiveness of a school district are examined. The method identifies the strengths and challenges facing the school district.

Environmental scanning occurs through several different processes to include a review of the following:

- Current strategic and operational plans
- District policies which pertain to operational practices
- AdvancED Reports
- ND Insights review – DPI dashboard
- Internal academic measurements and metrics
- District demographic trends
- Review of current district initiatives

SWOT Analysis

In addition to the review of these documents, the Strategic Planning Committee engaged in a SWOT Analysis activity. A SWOT Analysis is a process where both internal and external factors that impact the effectiveness of a school district/organization are examined. Strengths, weaknesses, opportunities, and threats analysis (SWOT Analysis) can assist in identifying these factors. A summary of the SWOT Analysis activity can be found in Addendum 1.

Strengths

Strengths are internal factors which represent the things your organization/school district does well. Strengths are factors where you have full control over and may include: programs, facilities, equipment resources, skilled employees, location, etc.

Weaknesses

Weaknesses are internal factors which hinder your progress. They inhibit your district/organization from functioning effectively. Identifying weaknesses highlights areas where improvements can be made.

Opportunities

Opportunities are external factors which when considered could help your school district/organization enhance overall effectiveness. By identifying possible external

opportunities, the school district/organization can be proactive in their approach to communicating and collaborating with external resources.

Threats

Threats are external factors which can negatively impact your school district or organizations. These external factors may include economic markets, funding, lack of resources, human resource shortages, etc.

STRATEGIC PLAN OVERVIEW 2019-2024

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 student's 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 initiatives will guide our efforts as we “Engage students with challenging and innovative experiences to prepare them for future success.”

- I. Academic Engagement and Personalized Learning
- II. Professional Learning and Development
- III. Social Emotional Learning
- IV. Resource Management and Planning
- V. Engagement in Extra and Co-Curricular Activities
- VI. Continuous Improvement and Data-Driven Decision-Making

STRATEGIC INITIATIVE I

ACADEMIC ENGAGEMENT AND PERSONALIZED LEARNING

The Jamestown Public School District prioritizes 21st Century Skills of Collaboration, Communication, Creativity and Critical Thinking to support our students to meet or exceed individual learning goals towards the achievement of district standards and benchmarks for academic proficiency in all content areas. We believe in the standard of learning for all and making learning engaging and relevant for all students.

Goal 1: Standards-Based Education

The Jamestown Public School District will use a standards-based education model to deliver the curriculum adapted to meet North Dakota State Standards. Standards-based instruction provides educators an ongoing collaborative process to proactively plan instruction, interventions, and enhancements that will result in an improvement to student learning.

Objectives

1. Develop a dynamic and articulated K-12 curriculum that prioritizes both horizontal and vertical alignment.
2. Unpack district priority standards with instructional staff to define grade level priority standards and essential learnings.
3. Monitor curriculum implementation to ensure consistency across and between grade levels.
4. Utilize Professional Learning Communities (PLCs) with a focus on the 4 Essential Questions
 - a. What do we expect our students to learn?
 - b. How will we know they are learning?
 - c. How will we respond when they don't learn?
 - d. How will we respond when they already know it?
5. Establish and maintain a curriculum review cycle, which ties to budget priorities.

Progress Monitoring

1. K-12 standards will be reviewed and aligned with the curriculum by the end of the 2020/2021 school year.
2. Develop a phased approach to training for Professional Learning Communities from 2019/2020 School Year through 2020/2021 School Year.
3. Create a district-wide system to monitor the progress of effective use of PLCs and adherence to the 4 Essential Questions by the 2020/2021 School Year.
4. Continue ongoing collaborative meetings across grade levels to support horizontal and vertical articulation and standard alignment.
5. Create a needs assessment for all staff to determine the highest curriculum needs.
6. Revise tentative curriculum review cycle by August 2020.

Goal 2: 21st Century Readiness

The Jamestown Public School District will prepare our students for 21st Century Readiness by integrating strategies such as Project Based Learning (PBL), STEM Education Strategies, coding, robotics, and maker spaces and develop pathways to align with 21st Century workforce needs. These strategies reinforce the academic, social and metacognitive skills we want all students to master. Combining these strategies and tools when used with a standards-based focus yields the relevancy, engagement, and preparedness for an evolving workforce that we want for all students.

Objectives

1. Develop and implement an action plan for all stakeholders to increase shared understanding of the compelling reasons and pathways for enhancing 21st Century readiness.
2. Provide professional learning, to ensure that challenging learning experiences are embedded in all courses.
3. Provide professional learning in developing success skills and mindsets within deeper and challenging learning experiences across the district.
4. Explore ways to enhance relevance by connecting our challenging learning experiences to community resources and opportunities.
5. Establish partnerships and relationships with non-profits and area businesses to support student success in academics and activities.
6. Increase the integration of technology as a learning tool for students and staff.

Progress Monitoring

1. The adoption of an action plan will be in place by the end of the 2020/2021 school year.
2. An annual staff survey will be established in 2019/20 to monitor progress in staff understanding of the skills and mindsets needed to support challenging learning experiences.
3. Establish a professional development schedule based on the staff needs assessment in the district-wide implementation of 21st Century readiness.
4. Each grade level/department will establish, at minimum, one community partner to support education by the 2022/2023 School Year.

Goal 3: Marzano Teacher and Leader Evaluation Framework

The Jamestown Public School District will utilize the Marzano Teacher Evaluation System to target effective engagement strategies. We will build capacity for high-quality instruction that supports literacy in all academic areas and improves pedagogy across the K-12 grade levels. We support best practices in planning, encourage growth through reflecting on teaching, and support each other with high expectations for collegiality and professionalism. We believe in professional growth at all levels making this framework prominent and transparent when aligning professional learning and what is expected in teaching practices.

Objectives

1. The Southeast Educational Cooperative (SEEC) and Solution Tree activities will be targeted to enhance the ability of principals and teachers to analyze best instructional practices, provide high-quality, actionable feedback to strengthen growth and to build capacity in pedagogical best practices that will extend beyond the life of the grant.
2. Provide relevant professional development based on areas of greatest need in instructional development based on the Marzano Teacher and Leader Evaluation Framework.

Progress Monitoring

1. Provide annual professional development to support areas of greatest need in instructional development based on the Marzano Teacher and Leader Evaluation Framework.

Goal 4: Striving Readers Grant Implementation

The Jamestown Public School District will work with stakeholders from the district, early childhood partners, Literacy Coalition and the designated Literacy Coordinator to implement the action plans and activities for the Striving Readers grant. The Literacy Coalition may make recommendations with grant activities and with the approval of the North Dakota Department of Public Instruction (NDDPI). Professional learning opportunities will be provided by partnering with outside agencies for stakeholders at all levels.

Objectives

1. The Literacy Coordinator will work in collaboration with early childhood partners to implement the activities within the action plans from the birth to age 5, including Pre-K Reading Corps, NDKRead, and Literacy Day Camps.
2. The Literacy Coordinator will work in collaboration with school personnel to implement the activities within the action plans for Grades K-12, which include the enhancement of the Multi-Tiered System of Supports (MTSS) and improvements of core instruction through evidence-based practices and the implementation of assessments that will assist in achieving desired outcomes.

Progress Monitoring

1. The Literacy Coalition will meet quarterly to review the implementation plan for the Striving Readers grant.
2. Site visits from ND DPI will be conducted twice per year by the North Dakota Striving Readers Comprehensive Literacy (NDSRCL) Grant Coordinator and Assistant Director of Academic Support on the progression of implementation of grant activities.
3. The Literacy Coalition will report annually to the Jamestown School Board.

STRATEGIC INITIATIVE II

PROFESSIONAL LEARNING AND DEVELOPMENT

The Jamestown Public School District recognizes the need to engage all staff members in the process of continuous professional growth. We will accomplish this with a comprehensive and coordinated plan of professional development. Effective professional development must be collaborative, job-embedded, ongoing and supported by coaching and mentoring. JPS employees must be provided with training to meet the needs of all students, inclusive of all sub-groups while utilizing 21st Century teaching and learning competencies.

Goal 1: Literacy Lens Audit Report Recommendations

The Jamestown Public School District will develop a professional learning plan utilizing the seven recommendations made in the Literacy Lens Audit report, delivered by Dr. Angela Peery, as part of the Striving Readers grant. Teachers and principals must be provided with training to meet the literacy needs of all students. The use of the Marzano principal and teacher evaluation models must connect the work done through training related to content standards and student engagement strategies for principal and teacher evaluations designed to provide feedback intended for growth.

Objectives

1. Develop a detailed, well-communicated Literacy Framework which communicates what is expected of educators to move toward higher student literacy achievement.
2. Create a guaranteed and viable K-12 curriculum for reading/English language arts instruction.
3. Establish Professional Learning Communities (PLCs) in each of the buildings to focus on the essential questions of high functioning PLCs.
4. Develop, implement, and sustain a viable instructional/literacy coaching model.
5. Enrich classroom and school literacy environments so that the focus on literacy is ever-present throughout the school district.
6. Examine K-12 literacy access to ensure that students and teachers have the appropriate resources to be highly engaged in literacy initiatives.
7. Undertake comprehensive professional development in balanced literacy for administrators and coaches.

Progress Monitoring

1. A Literacy Framework document will be created and communicated to all stakeholders by the end of the 2018-19 school year.
2. The Literacy Framework document will be reviewed and updated annually.
3. Develop a desired learners outcome document at each grade level for reading, writing, and speaking by the end of the 2020/2021 School Year.
4. Provide professional development for building principals and teachers on the elements and practices of effective PLCs by August 2019.
5. Develop a PLC monitoring report to be completed by building PLC teams each semester.
6. Adopt an instructional coaching model by the 2020/2021 School Year.
7. Identify additions made to classroom and school libraries in response to the Literacy Lens Audit report by the 2020/2021 School Year.

Goal 2: Professional Learning Supporting Best Instructional Practices and Leadership

The Jamestown Public School District recognizes that regular, job-embedded professional development is critical to high-quality instruction and professional growth. The district believes that building capacity in best instructional practices and leadership, along with a regular cycle of observations and actionable feedback, provides the necessary support for teachers to thrive.

Objectives

1. Formalize a professional development plan for each school year.
2. Establish a systemic and sustainable model to develop teacher-leaders through a Teacher Leadership Academy.

Progress Monitoring

1. A Professional Development Committee will be established by October 2019, under the direction of the Curriculum/Professional Development Coordinator, to review the needs assessment data and draft an annual professional development plan.
2. A district-wide professional development plan will be created and communicated to all stakeholders by May 15 of each year.
3. Provide exit slips to assess the value of professional development opportunities for teaching staff.
4. Begin the first cohort of the Teacher Leadership Academy by June 2019.

Goal 3: Governance Development

The Jamestown Public School District is committed to developing and sustaining a high-quality governance structure. The Jamestown School Board will utilize strategies to support effective governance competencies through capacity building in research-based effective governance and continuous improvement.

Objectives

1. Conduct local professional development, across the 6 Competencies of Effective Governance, embedded into school board meetings.
2. Maintain school board goals/norms, separate from strategic planning goals.
3. Create and implement a school board self-assessment that includes a perspective on both individual and collective board governance.
4. Revise the orientation process for new school board members.
5. Increase opportunities to engage with community partners.

Progress Monitoring

1. Annually review local professional development to ensure that topics are meeting developmental needs of school board members and include board education involving community partners.
2. Review, and revise if necessary, existing school board norms each year during a school board retreat.
3. Conduct and report on school board self-assessments before the superintendent evaluations by September 2019.

4. Complete the school board orientation revision by June 2020.
5. Invite administrators and elected officials from the City of Jamestown and Jamestown Parks and Recreation to hold a joint board every year to discuss issues, current and future needs and collective state of affairs regarding the community and school district.

Goal 4: Staff Development for Support Staff

The Jamestown Public School District recognizes the value of support staff in the success of the school district. Opportunities for the professional development of support staff will be targeted and implemented as appropriate.

Objectives

1. Provide professional development, as appropriate, to support staff.
2. Include specific areas within the annual professional development plan for support staff.

Progress Monitoring

1. Provide exit slips to assess the value of professional development opportunities for support staff.
2. Include one support staff on the Professional Development Committee, which will be established by October 2019.
3. Inclusion of support staff in the district-wide professional development plan which will be created and communicated to all stakeholders by May 15 of each year.

STRATEGIC INITIATIVE III

SOCIAL AND EMOTIONAL LEARNING

The Jamestown Public School District is committed to a safe and orderly environment, effective social and emotional learning to support the needs of students, and a systematic approach to ensure behavioral expectations are consistent across the district. We believe that this learning environment is essential to well-rounded and community-focused education.

Goal 1: Emergency Procedures

The Jamestown Public School District will provide comprehensive district-wide procedures with collaborative partnerships between the school and local agencies. These procedures will ensure that all students regardless of school location are provided a safe and orderly environment in a time of emergency.

Objectives

1. A task force, representative of buildings/levels, School Resource Officer, emergency services, and the administrative team, will be formed to review policies and emergency procedures.

Progress Monitoring

1. The task force to review emergency procedures will be formed by September 2019.
2. Emergency policies will be reviewed and recommended to the Jamestown School Board by December 2019.
3. Emergency procedures will be reviewed, and an emergency procedure handbook will be created by June 2020.

Goal 2: Social and Emotional Learning

The Jamestown Public School District recognizes that a successful education embeds the ability to understand and manage emotions, set and achieve positive goals, feel and show empathy for others, establish and maintain positive relationships, and make responsible decisions.

Objectives

1. Each school will develop a relationship building strategy to enhance employee interactions resulting in stronger, professional relationships among staff members.
2. Each school will implement a relationship-based approach to enhance teacher to student, peer to peer relationships in their buildings.
3. Identify and utilize the appropriate curriculum to encourage a growth mindset in our students and staff.
4. Assess existing school culture measures (i.e., Nurtured Heart at K-5) and develop expectations across the K-12 continuum.
5. Expand the MTSS-B Framework to address the social and emotional learning needs of all students.

Progress Monitoring

1. Each school will implement and share the relationship building strategy by October 2019.
2. Each school will implement and share the strategy chosen to enhance relationships in their buildings with other schools by October 2019.
3. Continue to utilize and enhance the effectiveness of the 7 Mindsets at the secondary level and explore options at the primary grade levels by August 2020.
4. Provide professional development for staff on the effective implementation of a growth mindset curriculum by August 2020.
5. Fully implement an MTSS-B Framework, which includes the social and emotional learning competencies by September 2020.

STRATEGIC INITIATIVE IV

RESOURCE MANAGEMENT AND PLANNING

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 are predicated upon both short and long-term planning in facilities, technology, and district finances.

Goal 1: Long-Range Facilities Planning

The Jamestown Public School District recognizes that the physical environment is a critical component of effective learning. Additionally, the district identified facilities and various systems that have reached the end of the useful lifespans and replacements and current funding is insufficient for needed renovations and replacements.

Objectives

1. Review and update the Capital Projects Plan to prioritize and quantify the facility needs across district facilities.
2. Expand the district's building fund to 20 mills to address short-term facility priorities.
3. Develop a long-range facilities plan pathway to address further funding of facility needs.

Progress Monitoring

1. Review and revise the Capital Projects Plan annually and present updates in March of each year.
2. Bring a referendum to expand the district's building fund to the Community of Jamestown by September 2019.
3. Develop a long-range facility plan to assist the school board and administration in the decision-making process to plan for short-term and long-term facility needs by September 2020.

Goal 2: Long-Range Technology Planning

The Jamestown Public School District recognizes the importance of technology, technology integration, and technology application in the ability to fulfill objectives in the strategic plan and in supporting the needs of the district to provide a high-quality education for all students. A technology plan that effectively prioritizes current and future needs must be completed and implemented with fidelity.

Objectives

1. Review and revise the long-range technology plan to ensure our students have access to the necessary technology to support 21st Century learning skills.
2. Adopt a Learning Management System (LMS) to provide an online portal for student learning and teacher professional development.
3. Gather stakeholder perspectives to drive planning for technology with quarterly meetings of the District Technology Committee.

Progress Monitoring

1. The Jamestown School Board will review the long-range technology plan each year at the annual meeting in July.

2. The Jamestown Public School District will adopt an LMS by the 2021/2022 School Year.
3. The Jamestown School Board will review the quarterly minutes of the District Technology Committee meetings.

Goal 3: Long-Range Financial Planning

The Jamestown Public School District will develop a financial plan that is reasonable to taxpayers, sustainable and adequately supports resource allocations to meet current and future needs of the district.

Objectives

1. Prepare an annual budget which addresses facility and technology needs to properly support effective instruction as well as student and teacher needs.
2. Prepare a budget that aligns with AdvancED improvement priorities and strategic initiatives.

Progress Monitoring

1. Approve an annual budget that addresses strategic initiatives, AdvancED Improvement priorities, and facility and technology needs.

STRATEGIC INITIATIVE V

ENGAGEMENT IN EXTRA AND CO-CURRICULAR ACTIVITIES

The Jamestown Public School District will provide a school experience that includes the opportunity to participate and excel in diverse and high quality extra and co-curricular activities. We believe that these opportunities will enhance student learning and help mold students to ensure they are ready to positively impact their communities.

Goal 1: Diverse and High-Quality Activities That Enhance Learning

The Jamestown Public School District will provide meaningful opportunities through a diverse offering of activities for all students. These activities will include fine arts, STEM, leadership and athletic activities, which will provide a united and community-based relationship between the school and stakeholders.

Objectives

1. Review activities to ensure robust opportunities for all students, including, but not limited to, the feasibility of e-gaming and inclusive sports.
2. Ensure opportunities exist that support the components of 21st Century Learning (Collaboration, Critical Thinking, Communication, and Creativity).
3. Create an activity leadership team, through the direction of the activity directors and in collaboration with the superintendent, to share stakeholder perspectives and guide decision-making.

Progress Monitoring

1. Review funding structures currently in place and forecast for future funding sustainability throughout all programs by December 2019.
2. Implement a K-12 pathway for engineering beginning with Lego League at K-8 and ending with First Robotics at 9-12.
3. Develop a regular assessment to determine if available activities in fine arts, STEM, leadership and athletic activities match student needs by June 2020.
4. Create an Activity Leadership team by September 2019.
5. The Activities Directors will develop and disseminate an annual survey to determine the effectiveness of the Activity Leadership Team by April 2020.

STRATEGIC INITIATIVE VI

CONTINUOUS IMPROVEMENT AND DATA-DRIVEN DECISION-MAKING

The Jamestown Public School District will use the AdvancED School Improvement and Accreditation Model to make data-driven decisions that focus on continuous improvement of the school district increasing student performance and stakeholder satisfaction. This is an external review process conducted by a team of individuals from across the state of North Dakota and includes a representative from the AdvancED region. Also, this model is closely monitored by the District School Improvement (DSI) Team. The model consists of three domains that are reviewed throughout the process: Leadership, Learning and Resource Capacity.

Standard 1: Leadership Capacity Domain

The capacity of leadership to ensure an institution's progress toward its stated objectives is an essential element of organizational effectiveness. An institution's leadership capacity includes the fidelity and commitment to its purpose and direction, the effectiveness of governance and leadership to enable the institution to realize its stated objectives, the ability to engage and involve stakeholders in meaningful and productive ways, and the capacity to implement strategies that improve learner and educator performance.

Standard 2: Learning Capacity Domain

The impact of teaching and learning is the primary expectation of every system and its institutions. The establishment of a learning culture built on high expectations for learning, along with quality programs and services, which include an analysis of results, are all key indicators of the system's impact on teaching and learning.

Standard 3: Resource Capacity Domain

The use and distribution of resources align and support the needs of the system and institutions served. Systems ensure that resources are aligned with its stated purpose and direction and distributed equitably so that the needs of the system are adequately and effectively addressed. The utilization of resources includes support for professional learning for all staff. The system examines the allocation and use of resources to ensure appropriate levels of funding, sustainability, and system effectiveness.

Goal 1: AdvancED Engagement and Review Improvement Goals

The Jamestown Public School District has identified and ensured that the recommendations made by the AdvancED report team are embedded throughout the current strategic plan. The recommendations included Primary Standards 2.6 and 2.11 as improvement priorities, which are:

Objectives

1. The Jamestown Public School District will develop, implement, and monitor a comprehensive, systematic data analysis process to consistently collect, analyze, and apply findings from multiple data sources to verify student learning and assess programs

that support the learning environment (Standards 2.11 and Commitment to Continuous Improvement Journey #2).

2. The Jamestown Public School District will develop, implement, and evaluate a curriculum development process that results in research- and evidence-based curriculum (Standard 2.6)

Progress Monitoring

1. Review improvement priorities, at minimum, annually by the District School Improvement Committee.
2. Report to AdvancED on the progress of improvement priorities by the 2020/2021 School Year.

STRATEGIC PLANNING ANNUAL REVIEW

The Jamestown Public School District will establish a committee to annually review our Strategic Plan. We believe this document is a living document that should be monitored against current data produced by progress monitoring including student performance, stakeholder feedback and changes in capacity. The annual review team will be composed of the strategic planning executive committee, and members of the Jamestown School Board and will 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.

Objectives

1. The Jamestown School Board will create a review cycle to progress to monitor all goals and objectives.

Progress Monitoring

1. A comprehensive review cycle will be approved at the annual meeting each July.

This strategic plan was facilitated and procured in collaboration with the strategic planning committee and school district administration by *Dr. Jeffrey M. Schatz*.

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