**Mission of the Jefferson City Board of Education**

To Graduate Fully Functioning Adults

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.

**Exposure to Excellence Promotes Excellence**

Est. 1818
# 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

### Seek, Evaluate, and Utilize Information
- Make interdisciplinary connections
- Access, analyze, organize, and process information
- Create quality products based on evaluative processes

### 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

### 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

### Be College and Career Ready
- Be curious of all subject areas
- Master core academic areas
- Be a life-long learner

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**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

Jefferson City Schools Mission: To Graduate Fully Functioning Adults

“Exposure to Excellence Promotes Excellence”

Revised 11/15/2021

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, 4.1, 4.2, 4.3, 4.4, 5.1, 5.2, 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
### Strategic Approach: Instruction

*Fullfill the expectations of the JCS Learner Profile*

<table>
<thead>
<tr>
<th>Goal</th>
<th>Strategies</th>
<th>Evidence</th>
<th>Persons Responsible</th>
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<tbody>
<tr>
<td>Think critically and creatively to solve problems&lt;br&gt;Increased participation in co-curricular and individual activities.</td>
<td>• Assess co-curricular offerings and provide more opportunities for participation &lt;br&gt;• Develop project based activities &lt;br&gt;• Integrate STEAM based programs with the existing curriculum</td>
<td>• Offerings of co-curricular activities/competitions &lt;br&gt;• Individual activities/competitions &lt;br&gt;• Grade level/course curriculum documents &lt;br&gt;• Classroom observations (TKES)</td>
<td>• School Administrators and Staff &lt;br&gt;• Instructional Services Department &lt;br&gt;• Superintendent &lt;br&gt;• Board of Education</td>
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<td>Seek, evaluate, and utilize information&lt;br&gt;Jefferson City Schools scores in the 90th percentile or above as measured by the College and Career Readiness Performance Index (CCRPI)*.</td>
<td>• Provide professional learning and parent education &lt;br&gt;• Implement myPATH program, Schools of Excellence program, short and long term strategies &lt;br&gt;• Implement Data Teams &lt;br&gt;• Expand early learning and non-traditional learning opportunities &lt;br&gt;• Increase SAT/ACT preparation and participation</td>
<td>• All Indicators on the CCRPI&lt;br&gt;• Offerings of early and non-traditional learning opportunities such as online learning and virtual school, before/after school programs and summer school. &lt;br&gt;• myPATH activities and plans for individual students &lt;br&gt;• School of Excellence activities and plans for individual students &lt;br&gt;• SAT/ACT prep opportunities and participation &lt;br&gt;• PSAT, SAT and ACT participation in MS &amp; HS</td>
<td>• School Administrators and Staff &lt;br&gt;• Instructional Services Department &lt;br&gt;• Superintendent &lt;br&gt;• Board of Education</td>
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<td>Compete and engage in global environments&lt;br&gt;Increased opportunities for global awareness.</td>
<td>• Offer professional learning on diversity and communications &lt;br&gt;• Provide cultural experiences &lt;br&gt;• Research/expand world language opportunities</td>
<td>• Schools/staff participating in diversity training &lt;br&gt;• Cultural events held at schools or attended by students &lt;br&gt;• Number of K-12 world language opportunities</td>
<td>• School Administrators and Staff &lt;br&gt;• Instructional Services Department &lt;br&gt;• Superintendent &lt;br&gt;• Board of Education</td>
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Revised 11/15/2021
### Strategic Approach: Instruction

**Fullfill the expectations of the JCS Learner Profile**

| Listen, communicate, and collaborate effectively | 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 | 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. | School Administrators and Staff  
Instructional Services Department  
Superintendent  
Board of Education |
|---|---|---|---|
| **Exhibit strong personal qualities** | **Be college and career ready** | **All graduates are prepared for postsecondary education and employment.** | **Prepare students to compete in a local and global workforce**  
Number of students continuing in post-secondary or occupation of career pathway |

*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.*

Revised 11/15/2021
## Strategic Approach: Human Resources

**Ensure highly effective personnel**

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| Recruit, continuously train, and retain highly qualified faculty and staff to deliver rigorous, progressive, and individualized instruction | • 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 | • 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 | • 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 | • 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 | • 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 | • 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 | • Promote effective and flexible utilization of human resources  
• Formally recognize the alignment to the systems core values and best practices | • Improved alignment of human resources with student learning and school improvement goals  
• Enhanced employee recognition based on student learning and success measures | • Finance and Human Resource Department  
• Instructional Services Department  
• School Leaders |

Revised 11/15/2021
## 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

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| **Support instruction for a globally competitive student with system facilities and technology** | • Develop and implement a technology plan  
• Collaborate across the district  
• Define relevant program and school needs  
• Provide opportunities for stakeholder feedback | • Local and district facility plan  
• Local and district technology plan | • 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** | • 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 | • 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) | • 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** | • Develop and implement a capital improvement plan  
• Create and utilize a facilities plan  
• Maintain focus on energy efficiency | • Utilities Report  
• Maintenance requests  
• Completion turnaround for Preventative Maintenance requests  
• Technology maintenance report | • Superintendent  
• Board of Education  
• Facilities Department  
• Finance and Human Resource Department |

Revised 11/15/2021
## 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

| Provide exposure to technologically evolving learning environments | District and schools work collaboratively to transition to and improve digital instructional resources and assessments | School and district improvement plans | Board of Education  
Superintendent  
Instructional Services Department  
Technology Department  
School Administrators and Staff  
• Capital Improvement Plan  
• Facilities Plan  
• 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  
• 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. | 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 | Professional development opportunities (online and face-to-face)  
Policy changes  
CCRPI results  
Digital content availability  
• Board of Education  
Superintendent  
Instructional Services Department  
Technology Department  
School Administrators and Staff |
## Strategic Approach: Facilities & Technology

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

<p>| of content and courses | • Create a learning community for teachers and administrators to collaborate and share instructional strategies and experiences | • Usage reports for learning platforms |</p>
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| Review yearly budget and accountability measures | • Create an annual budget that supports the district’s vision  
• Maintain a millage rate that is fiscally responsible to taxpayers  
• Evaluate budget monthly and communicate to stakeholders  
• Review state and federal compliance requirements, revising local procedures if necessary | • Cost per pupil  
• Year-end balance (reserves)  
• Funding sources  
• Millage rate  
• General Fund distribution  
• Annual Board of Education Retreat(s) | • Board of Education  
• Superintendent  
• Finance Department  
• Superintendent staff  
• School Principals |
| Plan with fiscal responsibility for capital expansion | • Inform stakeholders of student enrollment growth, state of facilities and financial options.  
• Fund district Facilities Plan | • Funding needed  
• Identified funding resources  
• Tentative timeline | • Board of Education  
• Superintendent  
• Finance Department |
| Ensure operational services deliver products and services that support student success | Food and Nutrition  
• Set and evaluate participation benchmarks against best practices  
Transportation  
• Enhance bus safety by continuing bus driver and student training, and community outreach  
• Deliver students on time and ready to learn | Food and Nutrition  
• Breakfast and lunch participation  
• Free/reduced and paying participation  
Transportation  
• On time arrivals  
• Bus accidents  
• Transportation attendance  
• Transportation usage and mileage  
• Age of buses | • Food and Nutrition Department  
• Transportation Department  
• Superintendent |
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| Communicate the expectations, effectiveness, and continuous improvement of the system to all stakeholders through various methods and marketing strategies |
| • 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 |

| • 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 |

| • Board of Education |
| • Superintendent |
| • District Departments |
| • School Principals |