

Johnson City Schools

Five-Year Strategic Plan

2017-2022

Approved 5/1/2017



Johnson City, Tennessee



Five-Year Strategic Plan

BELIEFS

To be successful, Johnson City Schools must...

- Provide the highest quality public education to all students;
- Attract, develop, and retain the very best teachers and staff;
- Engage families, business, community, and government;
- Stay on the cutting edge of educational leadership and practice; and
- Foster a caring, safe, and inclusive environment.

MISSION

To enable all students to achieve excellence.

VISION

To be a progressive school system that is globally competitive in all areas. All students have an equal opportunity to learn and be successful while meeting high expectations and are provided the resources to be healthy, productive citizens and lifelong learners.

GOAL

Advance student achievement in all curricular and extra-curricular programs

GOAL

Pursue and efficiently manage internal and external school funding

GOAL

Promote physical and mental health and wellness in a safe and secure environment

GOAL

Improve communication, collaboration, and involvement

GOAL

Champion innovation and the effective use of technology

JOHNSON CITY SCHOOLS
FIVE –YEAR PLANNING COMMITTEE MEMBERS
 Dr. Robbie Anderson, COMMITTEE CHAIR

GOAL	CHAIR(S)	COMMITTEE MEMBERS
1. Advance student achievement in all curricular and extracurricular programs	Carol McGill Melanie Riden-Bacon	John Hunter (Board Member) Kathy Hall (Board Member) Tom Hagar (Board Member) Lottie Ryans (Board Member) Jeff Price (SHHS) Tammy Pearce (LBMS) Kellie Singleton (LBMS) Jessica Belcher (WD) Laura Rainwater (WD) Karen Bunch (TA) Melina Christian (Parent) Anne Godfrey (Parent) Theresa Shaw (PTSA/Parent) Brian Holt (Student) Ben Winegar (Student) Kaitlyn Phillips (Student) Kate Gorzka (Student) Nancy Miles (SS) Becky Saunders (SS) Molly Luton (Comm. Leader) Dr. William Smith (Comm. Leader)
2. Pursue and efficiently manage internal and external school funding	Pam Cox Dr. Roger Walk	Dr. Richard Manahan (Board Member) Laura Evans (WD) John Hughes (WD) Lora Grogg (Community Member) Beth Simpson (Parent) Jennifer Hyder (LBMS)
3. Promote physical and mental health and wellness in a safe and secure environment	Dave Chupa Dr. Greg Wallace	Tom Hager (Board Member) Kathy Hall (Board Member) Richard Church (LBMS) Kelsey Bailey (LBMS) Dr. Anne Littleford (SS) Mary Jacobs (WD) Tori Ryans (WD) Jennifer Banner (TA) Melissa Larzo (Parent) Dr. Josh Simmons (LR)

<p>4. Improve Communication, Collaboration, and Involvement</p>	<p>Dr. Debra Bentley Dr. Steve Barnett</p>	<p>Krissy Dempsey (LBMS) Alison Dowdy (Parent) Kathy Hall (Board Member) Dr. Johnnie Sue Hawley (LBMS) Sean Hogan (WD) Jennifer Moore (LBMS) Tricia Nguyen (Parent) Chris Simerly (WD) Dr. Melissa Stukes (MV) Brent Billheimer (TA)</p>
<p>5. Champion innovation and the effective use of technology</p>	<p>Dr. Sharon Pickering Dr. David Timbs</p>	<p>Jamie White (SHHS) Felicia Losh (LBMS) Lauren Temm (TA) James Jacobs (ITMS) Melony Surret (Technology Supervisor) Anita Sutherland (SS) Penny Reece (WD) Dr. Karen Reach (WD) Gina Pavlovich (Parent) Nathan Jenkins (Parent) Sheila Cox (Board Member) Tim Belisle (Board Member) Chris Strode (Parent) Dr. Carleton Lyon (Technology Coach) Cindy Lawson (Attendance Supervisor) Morgan Rankin (SS) Jared Day (LBMS)</p>

(Updated 4/17/2017)

GOAL

Advance student achievement in all curricular and extracurricular programs

Key
Result
Area

1

CURRENT STATUS

State testing from the 2014-2015 school year indicated ten out of eleven achievement targets in grades 3-12 were met by the district with proficient and advanced percentages across the system exceeding state percentages. Johnson City Schools' one year value added scores were a "5" in composite, literacy, math, and literacy and math combined—showing significant growth in students at all grade levels in all subject areas. In fact, ten out of eleven Johnson City Schools had a value added score of "5" in composite. Science Hill's End of Course (EOCs) exams consistently outscored the state on percentages of students who scored proficient/advanced. The high school's ACT composite score of 22.2 was also significantly higher than the state average of 19.9, and the graduate rate of 91.05% was also above the state average of 88.5%. In addition, the senior class of 2016 was offered over \$15,000,000 in scholarships. SHHS students were also recognized for numerous awards in athletics and the arts.

Achievement

OBJECTIVES and STRATEGIES

1. To exemplify excellence and equity by exceeding all state and national academic achievement measures

Strategies:

- Plan and teach rigorous standards-based curriculum
- Strengthen problem solving and higher order thinking across all content areas
- Use quality formative assessments to measure mastery of state standards in PK-12 and to inform instructional decisions
- Support student learning in all levels of instruction in order to reduce subgroup achievement gaps
- Provide a variety of ACT prep programs (i.e., on-line, in class, and during flex time)

- Increase student participation in Advanced Placement and International Baccalaureate Courses by expanding availability and revising the registration advisement process
- Offer quality summer programming for enrichment and at-risk students (i.e., summer school, CTE academies, STEAM Camp, and book mobile)
- Provide support for students who are impacted by cultural and socioeconomic factors

MEASURES:

- System standard-based checkpoints and RTI assessment data
- State Report Card for Achievement and Growth
- Gap reduction in system and state data
- Attendance and participation in enrichment and at-risk programs
- Advance placement and IB enrollment
- ACT enrollment and scores
- TEAM rubric and student work

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Achievement

OBJECTIVES and STRATEGIES

2. Hire and develop the most qualified staff

Strategies:

- Provide continuous professional development as determined by district level and school level needs assessments
- Encourage National Board Certification
- Expand teacher leader development
- Support new teacher induction and mentorship
- Continue system level vertical collaboration led by instructional coaches

- Recruit and increase the availability of substitute teachers
- Increase funding, compensation and positions for RTI and RTI (III) Behavior personnel

MEASURES:

- Staff development participation and evaluations
- Teacher feedback and surveys
- RTI and RTI Behavior positions in every school
- Human Capital and TEAM Reports
- Number of National Board Certified teachers
- AESOP data

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Achievement

OBJECTIVES and STRATEGIES

3. To provide quality extracurricular opportunities which promote excellence in the arts, athletics, clubs and other after school programs

Strategies:

- Encourage and recognize stakeholder (student, family and community) involvement in extracurricular activities
- Strengthen the transition of extracurricular activities and offerings between each grade level grouping (i.e., elementary, intermediate, middle, and high school)
- Promote leadership, sportsmanship and performance excellence through extracurricular activities

- Ensure cultural awareness, leadership, social and character development, and globalization through school counseling curriculum, student leadership programs, and digital citizenship
- Engage students in activities designed to develop an appreciation for the arts
- Encourage and cultivate community relationships to enhance community service learning opportunities for students
- Explore extracurricular transportation solutions
- Develop and implement a consolidated calendar for extracurricular activities

MEASURES:

- Stakeholder involvement and participation
- Online calendar of activities
- Award and recognition programs
- Positive media communications concerning involvement and activities
- Student clubs and athletic teams
- Student participation in extracurricular activities at all levels

GOAL

Pursue and efficiently manage internal and external school funding

Key
Result
Area

2

CURRENT STATUS

The Johnson City School System is considered a department of the City of Johnson City. The City of Johnson City is our funding authority and controls all bank accounts and investment activity. The current revenue budget for the Johnson City Schools is \$70,308,797. Our funding is made up from the following sources: State of Tennessee 43%, Washington County Taxes/Licenses 37%, City of Johnson City 18%, Charges for Services and Other local revenues 2%. Our expenditure budget is \$71,814,587. Our funds are appropriated in the following major categories: Personnel 80.5%, Operations 13%, Capital Outlay 1%, Debt Service 2.5% and Student Transportation 3%.

School Funding

OBJECTIVES and STRATEGIES

1. To pursue additional funding for the Johnson City Schools

Strategies:

- Maximize grant opportunities
- Increase city funding - natural growth formula
- Pursue additional sales tax revenues (final quarter cent)
- Pursue/encourage the Johnson City Schools Foundation to increase fundraising for the Johnson City School System

MEASURES:

- | | |
|--|---|
| <ul style="list-style-type: none">• Federal Grants• Donations• City funding formula• Revenue/sales tax reports• Site-based budget meeting minutes• Minutes from the finance/budget meetings with city staff | <ul style="list-style-type: none">• Quarter cent referendum• Review of financial reports• Comparison of revenues from one period to the next• Review of budget• Finance committee meeting minutes• Monthly financial reports |
|--|---|

GOAL

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School Funding

OBJECTIVES and STRATEGIES

2. To continue to use good stewardship practices

Strategies:

- Hold annual meetings with each school's site-based team
- Prepare monthly financial reports
- Maintain an active and involved finance committee
- Schedule periodic finance/budget meetings with city staff
- Practice energy efficiency in all school system buildings
- Maximize economics of scale
- Maintain self insured insurance by oversight task force and consultant

- Continue internal audits
- Continue to have clean external audits
- Maximize capabilities of new accounting software
- Attend staff development offered by state and federal governments
- Continue to operate under the theme that a dollar saved is a dollar earned

MEASURES:

- Review of policies/procedures regarding energy management
- Review of utility bills
- Review of monthly financial reports
- Review of insurance committee/task force meetings minutes
- Review of benefits of insurance
- Review of both school and city audit reports
- Review of comprehensive annual financial report
- Comparison of expenditures from one year/month to next
- Review of insurance costs
- Review utilization and cost savings with new employee health center

GOAL

Promote physical and mental health and wellness in a safe and secure environment

Key
Result
Area

3

CURRENT STATUS

Physical, mental health, and wellness components include health education, physical education, nutrition education, counseling, psychological and social services, healthy school environment, health promotion for staff, and family/community involvement. These are outlined in the system's Coordinated School Health Plan. Strategies have been developed and are analyzed annually by School Health Teams and the School Health Advisory Committee. The HEROES federal grant has provided therapeutic counseling in every school to assist with mental health wellness. A safe and secure environment has been provided through new or renovated facilities and crisis intervention procedures. The HEORES Grant has provided cameras and safety control systems for all schools that were not undergoing renovation or construction during the life of the grant. While maintaining strategies already in place and outlined in various local plans, the objectives and strategies in this plan include new areas of emphasis.

**Health and
Wellness/Safe and
Secure Schools**

OBJECTIVES and STRATEGIES

1. To establish and maintain secure and safe environments and physical facilities

Strategies:

- Continue to up-date capital improvement plans, complete projects as they are identified or according to time-lines established
- Create more efficient use of system wide notification for emergencies
- Review technology and its use for safe schools (maintain and upgrade)
- Review access controls and security during building construction and remodeling
- Regularly checking grounds for safety

- Clarify locking down versus run/hide/fight when intruders breach campus security
- Plan and control outside areas for vulnerability, safety of space, and fundraise for equipment and walking paths
- Construction of new cafeteria and gymnasium for Liberty Bell
- Expansion of Lake Ridge and Woodland classroom space

MEASURES:

- Maintain funding for schools
- Facilities committee reports
- Survey system wide notification
- Annual budget upgrades of security software and hardware
- Punch list access controls and security devices
- Develop reasonable guidelines for lockdowns
- Custodians monthly inspect grounds

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**Health and
Wellness/Safe and
Secure Schools**

OBJECTIVES and STRATEGIES

2. To maintain financial and personnel support for safe and healthy schools

Strategies:

- Continued funding of the School Resource Officers program
- Support and expand the school nurse program and their companion support programs and equipment
- Use CANVAS to provide safety training
- Communicate discipline plans and make explanations of consistency and operation in parent communication
- Online professional development to enhance teacher understanding of general discipline issues and their resolution

- Provide opportunities for teachers to shadow administrators in the discipline process
- Additional communication to the public about discipline rules and consequences for violations

MEASURES:

- Budget for School Resource Officers
- Collect nurse logs for nurse services
- Annually audit safety training
- Create baselines for discipline
- Review annual sign-ins of professional development related to discipline

GOAL

Promote physical and mental health and wellness in a safe and secure environment

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**Health and
Wellness/Safe and
Secure Schools**

OBJECTIVES and STRATEGIES

3. To institute a plan for meeting fitness requirements for physical activity and healthy nutrition in the lives of our students

Strategies:

- Plan to meet new physical activity requirements that have been legislated
- Continue to educate and promote healthy choices
- Further expand Healthier US School recognition
- Provide access to the NutriSlice App that gives nutritional data for school meals

4. To continue to grow programs to meet the needs of students

Strategies:

- Promote sharing of relevant information to stakeholders to support students
- Explore ways to increase funding sources and services for mental health
- Continue partnerships with Johnson City Police, Johnson City Juvenile Court, and Frontier Health for SROs, court liaisons, and therapeutic counselors in all schools
- Search for programs to accentuate family and community involvement in students' health

MEASURES:

- Review school plans for physical activity
- Document healthy choices through guidance
- Review lesson plans for Healthier US School
- Provide access of NutriSlice App through school district websites

- Board create policies for sharing information
- Apply for grants for mental health services
- Continue to monitor data on partnerships
- School family engagement plans should reflect community involvement in student health

GOAL

Improve Communication, Collaboration, and Involvement

Key
Result
Area

4

CURRENT STATUS

Johnson City Schools primarily uses School Messenger, Twitter, the Web site, and *The Comment* to communicate information to stakeholders. The Johnson City Board of Education annually updates its communication plan. Each school reviews and revises its communication plan. Family surveys are administered on-line or through paper copies brought home by students. Educators participate in an annual survey regarding progress of their respective schools. Each school has implemented a family engagement plan that identifies programs, activities, and procedures designed to involve parents including those with limited English proficiency and parents of students with disabilities. Board Policy 4.502 (Parent/Family Involvement) supports parent and community involvement. The Johnson City Schools Communications Advisory Committee consists of representatives from each school, the district, and the Board of Education. The committee's objective is to provide recommendations as to how the district can better communicate with all stakeholders. Educators visit schools from other districts in the region to gain new insights and ideas. Schools' students and staff members benefit from partnerships with regional colleges and universities, local businesses, churches, and state professional training opportunities.

**Parent and
Community
Involvement**

OBJECTIVES and STRATEGIES

1. Maintain effective communication, maximize awareness, and support district goals, objectives, and programs through a variety of media

Strategies:

- Secure a Communications Specialist for district and school communication support
- Be responsive to communication tools that families prefer to use

- Distribute a monthly E-Newsletter that showcases schools' programs, services, and initiatives
- Maintain the district's communication advisory committee
- Increase social media presence at both the district and school level
- Engage media outlets such as regional television and newspapers to showcase schools' programs, services, and initiatives

MEASURES:

- Annual performance evaluation of specialist with feedback from principals and communications advisory committee
- Number of views for Twitter, various reports, and Web usage
- Number of views of monthly E-Newsletter
- Review of attendance, agendas, and minutes of meetings

- Number of followers who subscribe to media tools
- Number of articles/stories communicated by media outlets

GOAL

Improve Communication, Collaboration, and Involvement

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**Parent and
Community
Involvement**

OBJECTIVES and STRATEGIES

2. Increase opportunities for two-way communication between parents and educators

Strategies:

- Secure a Communications Specialist for district and school communication support
- Develop a hotline to assist parents with information, questions, concerns, and other needs

- Utilize Parent Portal for grades four through twelve
- Administer annual surveys to measure satisfaction of parents
- Inform and encourage educators to use available technology when communicating with families

MEASURES:

- Annual performance evaluation of specialist with feedback from principals and communications advisory committee
- Number of users of hotline
- Number of Parent Portal subscriptions
- Analysis of annual surveys
- Report of communication used to train educators in available technology Apps

GOAL

Improve Communication, Collaboration, and Involvement

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**Parent and
Community
Involvement**

OBJECTIVES and STRATEGIES

3. Provide ongoing support to enhance internal communication

Strategies:

- Secure a Communications Specialist for district and school communication support
- Conduct annual employee surveys (certified and classified)

- Continue to develop electronic communication tools within the schools
- Create staff forums for feedback regarding district/schools' strengths and areas for focus

MEASURES:

- Annual performance evaluation of specialist with feedback from principals and communications advisory committee
- Analysis of annual surveys
- Annual review of communication tools
- Attendance at forums and review of feedback provided

GOAL

Improve Communication, Collaboration, and Involvement

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**Parent and
Community
Involvement**

OBJECTIVES and STRATEGIES

4. Develop and strengthen positive relationships with organizations, agencies, and individuals

Strategies:

- Secure a Communications Specialist for district and school communication support
- Recruit business and industry to become involved in schools
- Disseminate monthly E-Newsletters to organizations such as Chamber of Commerce and area realtors

- Recognize and acknowledge school and community partnerships at monthly Board of Education meetings
- Develop a "JCS 101" initiative that allows stakeholders to learn the operations of Johnson City Schools
- Create a community database of regional businesses, agencies, and organizations

MEASURES:

- Annual performance evaluation of specialist with feedback from principals and communications advisory committee
- Number of businesses, annually, who visit schools
- Feedback from organizations regarding E-Newsletters
- Board minutes reflecting number of partnerships recognized
- Survey results of participants in JCS 101 course
- Record of contacts of businesses, agencies, and organizations

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**Parent and
Community
Involvement**

OBJECTIVES and STRATEGIES

5. Establish strong, positive partnerships between individual schools and families

Strategies:

- Host school-specific events that link practices between school and home
- Increase families' participation on schools' committees and advisory groups

MEASURES:

- Record of school-related events and families' attendance
- List of school-based committees that include family participation

GOAL

Champion innovation and the effective use of technology

Key
Result
Area

5

CURRENT STATUS

Johnson City Schools has made great strides in educational technology over the past several years. All buildings now offer wireless access and the district has invested heavily in both training and technology acquisition. A “Personalized and Blended Learning Plan” was adopted by the Board in December, 2015, and serves as an evolving guide to the district’s instructional technology decisions. The Supervisor of Instructional Technology works alongside the Technology Coordinator to guide the district’s ongoing digital transformation. New funds for both professional learning, technology teacher leaders, digital curriculum, and technology have enabled the district to expand the number of classrooms where 1:1 devices are available. In addition, funds were allocated to provide more school site technology assistants.

Technology and Innovation

OBJECTIVES and STRATEGIES

1. Sustain current level of funding for technology while exploring other sources

Strategies:

- Prioritize ongoing funding in the regular budget for technology acquisition and replacement (specific yearly plan developed)
- Invite stakeholders (commissioners, parents, business and civic representatives) into schools to see our digital transformation in action
- Continue to partner with the Johnson City Schools Foundation to increase available funds for technology support
- Pursue funding partnerships with local agencies
- Identify and pursue grant resources
- E-Rate

2. Provide professional development with timely follow-up to teachers in the use, integration, and implementation of new technology practices

Strategies:

- Employ coaches who can serve as curriculum/technology mentors and leaders
- Sustain and expand the Technology Teacher Leader Academy
- Differentiate training for groups of teachers (Special Education, ELL, PreK-2, CTE, related arts, etc.)
- Blended professional learning offered on-demand via Canvas
- Technology Academies for teachers (during school year and summer)
- Conference and Workshops—encourage our teachers to attend and present as well as utilize

MEASURES:

- Ongoing, dedicated technology funding sustained beginning with the 2017-2018 budget
- Digital transformation survey results (students, teachers, administrators, parents)
- Documentation of grant attempts
- Monitor donations from outside groups to support technology initiatives
- Federal e-rate funding monitored
- Bi-monthly update of the Blended Learning Plan presented to the Board of Education

- Technology-related PD surveys and attendance logs
- Documentation of effective use of technology by staff and students
- User reports from various district-provided resources
- Documentation from site-based technology meetings or leadership team meetings
- Technology Teacher Leader survey results
- Documentation of conferences/workshops and follow-up collaborative sharing

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Technology and Innovation

OBJECTIVES and STRATEGIES

3. Support innovative curriculum approaches to integrating technology and utilizing effective digital solutions in teaching and learning

Strategies:

- Move to digital, Open Educational Resources (OER) from traditional textbooks using Tennessee’s #GoOpen initiative as our guide
- Continue collaboration among teachers in designing, identifying, vetting, and sharing digital resources
- Expand the use of our Learning Management System (LMS)
- Develop and offer online courses via our LMS
- Initiate a STEAM presence in every school
- Ensure that our assessment preparation mirrors the soft skills needed for success
- Partner with other local districts in collaborative design of resources and training opportunities

4. Provide students increased access to technology with a goal of a 1:1 ratio to be utilized in learning

Strategies:

- Provide a high-quality device to all students in grades 3-12 to utilize at school to enrich their learning with a goal of a 4 year refresh period
- Provide all teachers with a portable device
- Ensure that a Digital Citizenship curriculum is delivered to all students
- Provide students with digital skills, including keyboarding basics
- Pilot some small pockets of “take-home technology” and document results
- Continue to refine effective technology applications in grades PreK-2 (either in 1:1 or center-based approaches)

MEASURES:

- Documentation of teacher participation in OER and #Go Open initiative
- Documentation of the number of staff and students utilizing Canvas
- Documentation of the number of students participating in online courses and receiving credit
- Documentation of training for instructional assistants who serve elementary students in lab environment
- STEAM plan development for district
- Documentation of collaboration among districts
- Frequently measure the number of devices acquired vs. the number of students in grades 3-12
- Documentation of collaborative planning for equipment purchases (district and site-based)
- Documentation of “take-home technology” outcomes
- Documentation of Digital Citizenship curriculum development and delivery
- Document proficiency of 4th grade digital skills an ISTE-based assessment prior to exiting the grade

GOAL

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5

CURRENT STATUS

Johnson City Schools has made great strides in educational technology over the past several years. All buildings now offer wireless access and the district has invested heavily in both training and technology acquisition. A “Personalized and Blended Learning Plan” was adopted by the Board in December, 2015, and serves as an evolving guide to the district’s instructional technology decisions. The Supervisor of Instructional Technology works alongside the Technology Coordinator to guide the district’s ongoing digital transformation. New funds for both professional learning, technology teacher leaders, digital curriculum, and technology have enabled the district to expand the number of classrooms where 1:1 devices are available. In addition, funds were allocated to provide more school site technology assistants.

Technology and Innovation

OBJECTIVES and STRATEGIES

5. Continue providing a progressive technology infrastructure and hardware/software systems with adequate tech support

Strategies:

- Review wireless access in all schools to ensure robust coverage exists to handle 1:1 devices
- Maintain funding for technology staff and infrastructure needs as outlined in the Technology Plan
- Continue to provide a school based technology assistant at each school site

- Provide ongoing training for our school based technology assistants
- Pursue methods of lessening the “digital divide” for our students with no wireless access outside of school
- Provide opportunities for parent access and training at school sites after school

MEASURES:

- Continual analysis of use/capacity of our networks
- Documentation of training for site-based technology assistants
- Bi-monthly update of the Blended Learning Plan presented to the Board of Education

- Documentation found within of the Work Order system of frequent issues that may determine policy changes and/or technology service approach
- Document student internet accessibility via survey
- Participation of parents in engagement activities