

April 3, 2017

The Johnson City Board of Education met in special session on Monday, April 3, 2017, at 5:00 p.m., in the Board Room at the Columbus Powell Center. The following members were in attendance:

Mr. Timothy Belisle, Chair
Mrs. Kathy Hall, Vice Chair
Mr. Thomas Hager, Jr., Secretary
Mr. John Hunter, II
Mr. Jonathan Kinnick
Dr. Richard Manahan
Dr. Richard Bales, Superintendent of Schools

1. CALL TO ORDER AND OPENING

Belisle called the meeting to order and welcomed those in attendance.

2. PURPOSE OF MEETING

The purpose of the meeting was to present the Five-Year Strategic Plan (2017-2022).

3. PRESENTATION OF FIVE-YEAR STRATEGIC PLAN

Dr. Robbie Anderson made opening remarks and thanked the committee members for all the hard work and effort that has gone into the new Five-Year Plan.

GOAL ONE: (Co-Chairs: Carol McGill and Melanie Riden-Bacon)
Advance student achievement in all curricular and extracurricular programs

Objective #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

Objective #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

Objective #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

GOAL TWO: (Co-Chairs: Pam Cox and Dr. Roger Walk)

Pursue and efficiently manage internal and external school funding

Objective #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:

- Federal Grants
- Donations
- City funding formula
- Revenue/sales tax reports
- Site-based budget meeting minutes
- Minutes from the finance/budget meetings with city staff
- 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

Objective #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 meeting 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 THREE: (Co-Chairs: Dave Chupa and Dr. Greg Wallace)

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

Objective #1 – To establish and maintain secure and safe environments and physical facilities

Strategies:

- Continue to update capital improvement plans. Complete projects as they are identified or according to timelines 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

Objective #2 - To maintain financial and personnel support for safe and healthy schools

Strategies:

- Continue 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

Objective #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

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

Objective #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:

- 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 FOUR: (Co-Chairs: Dr. Debra Bentley and Dr. Steve Barnett)
Improve Communication, Collaboration, and Involvement

Objective #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

Objective #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

Objective #3 - Provide ongoing support to enhance internal communication

Strategies:

- Secure a Communication Specialist for district and school communications 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

Objective #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

Objective #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 FIVE: (Co-Chairs: Dr. Sharon Pickering and Dr. David Timbs)
Champion innovation and the effective use of technology

Objective #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

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

Objective #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:

- 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

Objective #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

Measures:

- Documentation of teacher participation in OER and #GoOpen 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

Objective #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:

- 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

Objective #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 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

4. **ADJOURNMENT**

The Board thanked Anderson and all the committee members for the excellent work in preparing and presenting the Five-Year Strategic Plan.

The meeting was adjourned at 6:00 p.m.

Chairman

Secretary