



**School District  
of Jefferson**



**Empowering  
Futures Together**

In December 2016, the Jefferson Board of Education approved the 2017-2022 Strategic Plan for the district. *In June 2022 the Board approved an extension of the Strategic Plan to 2024.* The purpose of the plan is to provide guidance for the annual development of milestones that align with the four core strategies and key performance objectives. This annual process provides structure for the continuous improvement work to be completed over the long-term in order to meet the district’s mission, vision, and belief statements for student learning.

**Mission**

***Empowering futures  
together***

**Vision**

***All students  
positively impact  
society***

**Our Beliefs and Commitments:**

- All students have the right to a relevant, challenging, and innovative education that expands opportunities.
- All people have the right to be treated with respect and dignity in a safe environment.
- Our learning community needs to provide the tools for all students to be successful.
- Our impact as a school district is enhanced by family engagement and community partnerships.
- Active community involvement builds positive relationships, trust, and commitment.
- All members of the learning community have the responsibility for developing academically, socially, and behaviorally responsible citizens.
- Meeting and engaging the diverse needs of students today empowers them to find their passion and potential.

## **Strategies, Objectives, and 2022-2023 Milestones**

**Strategy One:**

**Inspire Teaching, Learning, and Achievement**

**Strategic Objective:**

**Employ effective teaching strategies within a student-centered environment.**

**Milestones:**

1. SDoJ will ensure that all students (measured by subgroups) demonstrate at least one year of growth on the state-wide assessment in math and ELA as measured by the value-added score of 3.0 or better on the 2022-2023 state report card.
2. SDoJ will implement Equitable Multi-Level Systems of Support (EMLSS), focusing on defining and implementing data-driven and research-based Selective/Tier 2 interventions in math, ELA, SEL, and behavior as measured by the number of students served in Selective/Tier 2.
3. District-wide student chronic absenteeism will decrease by 40% as measured by WISEdash Chronic Absenteeism data collected by DPI.
4. SDoJ will continue implementation (Year 4) of Professional Learning Communities (PLCs) for continuous quality improvement, determining whether PLC practices are emerging or institutionalized [particular focus on Common Formative Assessments (CFAs) and interventions/enrichments] by analyzing PLC rubric data.
5. JHS and JMS will implement building-wide AVID strategies, AVID elective in grades 8 and 11, and will continue AVID elective implementation in grades 9 and 10. The AVID Coordinator and Core AVID JMS and JHS teams will continue training during the summer of 2022.

# Empowering Futures Together

**Strategy Two:** Connect School and Community through Partnerships  
**Strategic Objective:** Foster and support community partnerships between all stakeholders.

## Milestones:

1. SDOJ will develop a *Redefining Ready!* framework to define college, career, and life readiness indicators, which we will use to celebrate district success (strengths) and build district and school goals (growth).
2. SDOJ will highlight and celebrate school and community partnerships (career fairs, career explorations, youth apprenticeships, industry credentials, signing day) to support students' career readiness.
3. SDOJ will review and recommend potential updates to the Board of Education for Board Policy KFD and the Sponsorship Handbook.

**Strategy Three:** Cultivate Growth and Leadership  
**Strategic Objective:** Develop and provide a high-quality professional development program that fosters opportunities for leadership and collaboration, for students and staff alike.

## Milestones:

1. SDOJ will provide professional learning for all staff to build capacity in highly impactful instructional strategies (e.g., AVID, Gradual Release of Responsibility, Workshop Model).
2. SDOJ will provide professional development and collaborative learning through the practice of Instructional Rounds, which will become either an emerging or an institutionalized practice (building dependent) as a means to implement high-leverage universal core instructional practices (Tier 1). Improved universal core practices will help prepare students for college/career/life readiness.
3. Six PLC leaders will attend year-long Leading Professional Learning Communities through AWSA and bring their learning in a train the trainer model to our District PLC Leadership Team.
4. SDOJ will establish a calendar committee to gather feedback from stakeholders and discuss best practices to support student learning and staff professional development in a school calendar to make recommendations to the School Board for a comprehensive 2023-2024 school calendar.

**Strategy Four:** Continuously Improve Services and Operations  
**Strategic Objective:** Implement efficient, system-wide processes to best allocate resources.

## Milestones:

1. SDOJ will increase its net gain in open enrollment as measured by the 3rd Friday count in September of 2022 to a +75.
2. Develop five-year long-range financial projections to evaluate the impact of the end of the current operational referendum, completion of ESSER funds, continued stagnant/declining enrollment, and unknown state revenue sources.
3. Develop a plan to address district facility needs identified by the ad-hoc Facility Advisory Committee (FAC).
4. SDOJ will identify and incorporate tools to better recruit and retain highly qualified and effective staff members.