It is a great journey that we undertake. To succeed, we need every member of the SJPS community to take part in fulfilling this vision and mission as a just, fair and caring community. Students, parents, employees, the teachers association, business, political leaders and members of our community will become the coalition for success. These partnerships will allow the district to leverage resources and build synergy. We intend to build community trust through measurable systemic change and improved positive student results.

We must have a sense of urgency and realize that any student who does not graduate from high school is at risk and may be denied the opportunity to fully realize his or her potential and life dreams. We believe this is a realistic plan for achievable change. Our transformational goals address both academic and organizational challenges. High expectations for schools and students coupled with accountability will create coherent milestones. The goals shape district priorities and provide checkpoints to assess the level of success of our efforts. Specific and detailed action plans for each goal and objective will provide implementation steps, responsibilities, time frames and actions.

This is a living document that will be adjusted as needed and provides an overall framework for collaboration. We know we must partner with others to leverage resources and build the necessary synergy to transform St Johns Public Schools. To ensure transformation and not incremental change, we are raising expectations for every student. Through clearly defined standards and identified high expectations for student performance, we can assess each student’s progress. We will create a variety of opportunities for learning and provide students the time they need to achieve their fullest potentials.

Ongoing reviews and revisions of our strategic plan ensure that it remains a meaningful and realistic guide throughout the next five years. The measurable objectives ensure accountability for results and guarantees transparency.

Our strategic plan maintains and enriches our obligation to our students, staff, parents and community and exemplifies our commitment to transforming St Johns Public Schools into the best school district in the state of Michigan.
Relationships, Rigor and Relevance

Relationships

- Ensuring each student feels connected, each student succeeds
- Caring, student-focused environment
- Supports for struggling students

Rigor

It’s more than…

- Memorizing
- Reciting
- Restating

Students must become adept at…

- Deep understanding
- Applying knowledge
- Solving problems
- Analyzing, synthesizing and evaluating

Relevance

- Relates to student interests and needs
- Real-world situations and contexts
- Linked to a global economy and democratic life

Six strategies for our schools

1. High expectations
2. Collaborative leadership
3. Professional development
4. Student-focused school environment
5. Rigorous, relevant curriculum
6. Student assessment and program evaluation

Five strategies for our community

1. High expectations
2. Parent involvement
3. Business engagement
4. Community supports for youth
5. Understanding of school change efforts
**Trust, Teamwork and Transparency**

**A great school district . . .**

- focuses on student achievement and closing the socio-economic gaps
- creates a passion for learning
- ensures students are safe
- develops strategic leaders
- promotes a compassionate, caring culture
- develops and retains great teachers
- values collaboration and empowerment
- embraces accountability
- manages finances responsibly with constant vigilance
- celebrates schools as an essential part of the community
- understands, anticipates and adapts to a dynamic world
- promotes physical and mental health for students and staff

**Academics, the Arts, Athletics**

**Purpose:**

To provide children with the knowledge and skills they need to participate fully in a new and changing world.

**Mission:**

St. Johns Public Schools will provide a standards-based educational experience that prepares all students to achieve their maximum potential in becoming individuals who think critically, lead purposefully, live responsibly, communicate persuasively, and generously serve others in society.

**Vision:**

To become schools that embrace change through pursuit, evaluation and celebration of new knowledge and skills.

To provide every student with the choice to undertake advanced learning without remediation.
**Core Values:**

**Integrity**
Integrity is based on trust, honesty and accepting accountability for one’s words and actions

**Trust**
Open, honest communication and acting with integrity strengthens and enriches our school district and community

**Respect**
Each person has equal, intrinsic worth and deserves to be treated with dignity and respect

**Accountability**
Giving time and energy to act in the best interest of others and to be held responsible for one’s conduct.

**High Expectations**
High expectations are focused on all aspects of our work but particularly on challenging instruction and a willingness to work hard for success.

**Service**
Putting the needs of others ahead of one’s own.

**Fundamental Learning Objectives:**

**Communication**

- Improve students’ understanding of language demands
- Develop and express understanding of content by providing a forum where different forms and styles of communication are accepted and relevant.
- Use all forms of language communication (listening, speaking, reading, writing, representing and viewing) for different audiences and purposes.
- Understand and use vocabulary, structures and forms of expression

**Numeracy**

- Logical, sequential thinking
- Developing students’ knowledge, skills and appreciations of mathematical ideas, techniques and applications.
- Participate in activities involving quantitative information
- Strengthen understanding through applying knowledge of numbers, graphs, maps, locations and their interrelationships.
- Develop ability to analyze and critique statistics, and reporting techniques.
Critical and Creative Thinking

- Develop student activities to create and evaluate ideas, processes, experiences and objects.
- Foster multiple abilities and intelligences.
- Experience situations in which research combines oral and written information.
- Participate in activities that focus upon differing points of view or alternate perceptions.
- Use intuitive and imaginative thought.
- Freely generate ideas.
- Apply creative thinking to problems.
- Participate in activities and assignments that encourage civil discussion of controversial issues and challenge perceived biases.
- Use various strategies to develop awareness of thought processes.
- Develop an understanding of how, and by whom, knowledge is created, evaluated, refined and changed.
- Determine the most accurate and fair positions regardless, or in spite of, particular interests or desires.

Technological Literacy

- Improving students’ understanding of how technological systems are integral parts of social systems.
- Develop an understanding that technology both shapes and is shaped by society.
- Develop an understanding of both the value and limitations of technology within society.
- Understand, analyze and evaluate technological issues/developments

Personal Social Values and Skills

- Encourage personal, moral, and social and cultural aspects of each school subject and the school environment.
- Learn in an environment that incorporates democratic processes.
- Practice and reflect upon cooperative, respectful, and empathetic behaviors.
- Develop self, interpersonal, group and cross-cultural understandings.

Independent Learning

- Create opportunities and experiences necessary for students to become capable, self-reliant, self-motivated life-long learners.
- Grow as independent learners within a classroom environment that promotes self-esteem, curiosity, competence and trust.
- Experience a wide variety of activities, topics, and various ways to learn in order to determine interests, abilities and preferences.
- Discover meanings and solutions through active participation in learning activities and experiences.
- Participate in experiences that lead to independent exploration, or that require information beyond what the classroom provides.
- Choose among learning options.
- Take on more responsibility for learning as competence develops.
- Develop abilities to access knowledge from a variety of sources.
- Finding and managing information

**St. Johns Public Schools DISTRICT GOALS:**

**Transformational Goals**

1. **People**
   - Recruit, hire, induct, support and retain high-performing staff to promote organizational effectiveness
   - Ensure all employees are highly effective and skilled for their positions
   - Annual evaluation to be conducted for every staff member

2. **Achievement**
   - Accelerate learning and reduce learning gaps
   - Evaluate the success of all-day kindergarten
   - Increase student achievement and teacher development through precise, individualized professional learning aligned with achievement goals
   - Increase choice offerings, access to postsecondary options and postsecondary/workforce readiness.

3. **Community**
   - Strengthen collaboration with parents to enhance learning for their children
   - Incorporate successful school, family and community partnerships to strengthen engagement and foster shared responsibility for our students
4. Environment

• Provide equitable environments that optimize learning and maximize personal potential
• Enhance a professional and high-performing culture based on trust, teamwork and transparency
• Develop, construct and maintain facilities that support 21st Century learning
• Transform every classroom into a dynamic information-based learning environment
• Ensure the physical and mental well-being of all students and staff in the district.

5. Finance

• Maintain the financial security of the organization

St. Johns Public Schools  ACTION PLAN

1. PEOPLE

GOAL 1: Recruit, hire, induct, support and retain high-performing staff to promote organizational effectiveness

Objective 1: Provide vigorous and effective personnel recruitment strategies that achieve greater diversity and fill critical needs

ACTION:

• Identify and promote the unique advantages of SJPS employment to creatively and aggressively recruit high quality candidates.

• As positions become available, seek highly effective candidates that better reflect the culture of SJPS students

Objective 2: Attract, engage and retain talented employees by providing market-competitive compensation and effective work rules

ACTION:

• Develop a market analysis of SJPS competition and utilize the results in a pragmatic and systematic way by 2015
Objective 3: Ensure retention rates by being responsive to professional concerns and needs of employees

ACTION:

- Support all teachers new to the profession through an effective induction and mentoring program
- Support all classified employees new to SJPS through an effective orientation and mentoring program by 2012
- Support all administrators and professional/technical employees new to SJPS through an effective orientation and mentoring program by 2012.
- Support all staff through high quality and frequent professional learning opportunities that supports the school district mission and vision by 2012.

GOAL 2: Ensure all employees are highly effective and skilled for their positions

Objective 1: Hold employees accountable to high performance standards that align with strategic plan goals

ACTION:

- Implement a teacher evaluation process that includes student growth measures
- Implement an enhanced administrator evaluation process that includes student growth measures

Objective 2: Provide classified employees with relevant, job-specific professional learning

ACTION:

- Maintain district wide professional development plans for classified employees
- Establish a professional development planning process that involves the effected staff.
2. **ACHIEVEMENT**

**GOAL 1:** Accelerate learning and reduce learning gaps

**Objective 1:** Every student will be at grade level in reading, writing, and math within 5 years (or within 3 years when entering at first grade) of continuous attendance in SJPS

**ACTION:**

- Establish a SJPS curriculum for all core subjects from k through 12\textsuperscript{th} grade that is vertically aligned, articulated, and relevant across all grade levels and among all schools


- Create and implement an annual survey for evaluating the experience of students with both core and non-core subjects

- By 2015, 100\% of schools will meet state proficiency averages

- Ensure that all students score proficient on state assessments and maintain or improve every student's score annually.

**Objective 2:** Increase the percentage of students achieving one or more year’s growth as determined by learning targets in reading, writing, and math

**ACTION:**

- Specific, relevant student performance data will be gathered on each student

- A measure of every individual student’s achievement or academic growth will be determined at regular intervals.

- Student growth data will be used extensively in the day-to-day decision making process of each classroom.

- Each teacher’s professional evaluation will include student achievement data as specified by the Michigan Department of Education.

- Identify the number of students achieving learning targets presently.
• Define a year of growth for each grade level
• Track every student’s growth rate.

**Objective 3: Close achievement gaps where they exist**

**ACTION:**

• Develop a baseline from which to measure proficiency gaps
• Increase academic achievement in reading, writing, mathematics, and science for disaggregated groups by 10 percentile annually as measured by MEAP by increasing instructional effectiveness with all students by implementing relevant pedagogy through the RtI model.

**GOAL 2: Increase student achievement and teacher development through precise, individualized professional learning aligned with achievement goals / targets.**

**Objective 1: Ensure that teaching results in learning for all students**

**ACTION:**

• Provide job-embedded professional learning for teachers that is valued by teachers in order to enhance student achievement
• Survey teachers regarding their experience with professional development opportunities.
• Provide teachers with an abundance of training in technology integration through 2013 to support the transformation of pedagogy across the curriculum

**Objective 2: Ensure school principals are instructional leaders who demonstrate strategic thinking and strong leadership skills**

**ACTION:**

• Principals are held accountable for data gathering and student assessment that is used in every classroom.
• Create an effective leadership rubric, with the principal as instructional leader, for the annual measurement of administrator capacity.
St. Johns Public Schools

Strategic Plan

• Provide professional learning and build capacity of the school Leadership Teams as measured annually the SJPS effective leadership rubric.

Objective 3: Establish a professional training process for teachers and administrators to develop cutting-edge teaching and to expand skills

ACTION:

• Explore the implementation of an annual climate survey to be administered with all district stakeholders.

• Administer annual climate survey to all stakeholders to meet the needs of English language learners.

• Monitor and build capacity of all stakeholders to meet the needs of all English language learners.

• Fully implement the RtI model by 2013.

GOAL 3: Increase choice offerings, access to postsecondary options and postsecondary/workforce readiness (PWR)

Objective 1: Implement multiple academic and career pathways.

ACTION:

• Provide all students access to one or more career pathways by 2015.

• Explore hosting online learning to students outside SJPS who choose non-traditional school attendance practice.

Objective 2: Expand choice options for students to stay engaged and excel in learning

ACTION:

• Explore Expeditionary Learning or a comparable program.

• Explore the implementation of an International Baccalaureate (IB) program.

• Support pilot schools so that each school exceeds the district average on state assessments by the end of its third year.

Objective 3: Increase postsecondary options and workforce readiness of SJPS graduates to support meaningful choices about their future education and careers.
ACTION:

- Increase the 4 year cohort graduation rate by 2% annually
- Increase the composite ACT score by .25 annually
- Increase the percentage of students enrolled in AP courses by increasing to 15 the number of AP courses offered at St Johns High School.
- Increase the number of students scoring a 3 or higher on AP exams by 10% annually
- Expand access to postsecondary options and dual credit by a 10% annual increase in the number of high school students enrolled in Lansing Community College
- The Wilson Center program will meet or exceed the state graduation rate annually
- Seventy-five percent of Wilson Center students aligned for completion will complete the program annually
- Increase the percentage of high school students who submit at least one application to college by 10% annually
- Track our students regarding college retention rates for 2nd, 3rd, and 4th years.
- Increase the amount of post-secondary scholarship dollars awarded to high school graduates by 5% annually

3. COMMUNITY

GOAL 1: Strengthen collaboration with parents to enhance learning for their children

Objective 1: Promote and facilitate meaningful parental engagement to support each school’s learning goals

ACTION:

- Ensure that all schools have a quality parental involvement plan.
- Increase parent participation in school committees and attendance at school events
- Expand parent workshops and learning opportunities that develop capacity, responsibility and leadership
Objective 2: Increase parental involvement in key district events and membership on district councils and committees to solicit ongoing feedback from parents

ACTION:

- Develop a common District parental feedback survey for K – 5 and 6 – 12.
- Ensure that the District parental feedback survey is administered at each school annually. Provide public forum opportunities for parental involvement.
- Increase the number of parents serving on PTA

Objective 3: Promote policies and practices that lead to increased student engagement

ACTION:

- Implement a student mentorship program to foster a sense of community within each school building.
- Implement a case management service for truant students
- Establish baseline date for students feeling safe at school.
- Increase by 10% annually the number of students who report feeling safe at school and indicate they know at least one adult at school who is available if they have problems or concerns

GOAL 2: Incorporate successful school, family and community partnerships to strengthen engagement and foster shared responsibility for our students

Objective 1: Increase access to SJPS communication resources

ACTION:

- Establish a webcast system for the district and each school to provide up-to-date, on-going, real-time, pertinent, information regarding life in St Johns schools by 2012.
- Increase outreach through webcasts and add a tool that enables viewers to provide feedback.

Objective 2: Increase opportunities for community involvement and partnerships that cultivate active support of education efforts

August 17, 2012
ACTION:

- Support the Foundation for Excellence efforts to fund educational initiatives and innovative opportunities for the SJPS community by maintaining and developing partnerships and sponsorships that increase financial support
- Increase the number of community members volunteering at school and district levels establish a data base of community members willing to support student learning through mentoring or tutoring.
- Increase the number of facility rentals by community groups
- Increase the number of effective partnerships with community organizations for before and after school activities

4. ENVIRONMENT

GOAL 1: Provide equitable environments that optimize learning and maximize personal potential

Objective 1: Investigate a comprehensive Equity Transformation plan for SJPS beginning with bullying and school culture

ACTION:

- Ensure equitable practices by reviewing, analyzing and revising SJPS policies / regulations as

Objective 2: Provide environments that are physically and emotionally safe and allow for secure work and learning climates

ACTION:

- Apply Positive Behavior Support (PBS) strategies to reduce referrals and suspensions
- Reduce out-of-school suspension rates
- Require staff to wear photo identification at all times while on SJPS property and/or at SJPS events by fall 2012

Objective 3: Capitalize on technology integration in every classroom and workplace

ACTION:
• Upgrade existing technologies by completing the bond renewal program

• Annually track integration of technology in classrooms with 100% of classrooms meeting established standards by 2015

GOAL 2: Enhance a professional and high-performing culture based on trust, teamwork and transparency

Objective 1: Promote an organizational climate based on two-way communication, professionalism and personal empowerment

ACTION:

• Explore and implement an organizational and employee workplace satisfaction evaluation through an annual climate survey.

• Provide annual strategic plan report cards to measure continuous improvement

Objective 2: Further develop outside partnerships to expand opportunities for students

ACTION:

• Evaluate and report on industry-based partnerships for college and career workforce pathway

GOAL 3: Construct and maintain facilities that support 21st Century learning

Objective 1: The management of all facilities for the best use of the St Johns community.

ACTION:

• Develop a five-year facilities master plan and present to the Board of Education by spring 2013 for the management of all SJPS facilities

• Develop a five-year technology master plan and present to the Board of Education by spring 2013 for the management and renewal and support of the new 2010 technology infrastructure.

• Anticipate and track annual demographic trends related to student enrollment, mobility, housing and growth

• Complete all construction projects, funded by 2010 bond, on time and within budget

• Increase outreach actions about bond and mill levy projects
GOAL 4: Transform every school into a dynamic information-based learning environment

Objective 1: Provide every child with an information-based education reflecting the skills for thriving in a rapid rate-of-change world.

ACTION:

• Provide classroom technology for teaching and learning that addresses the transformation of the 21st Century classroom.

• Support student technology for teaching and learning that integrates student devices into our 21st Century learning environments.

• Support teaching and learning through adequate quality professional development for all staff.

GOAL 5: Ensure the physical and mental well-being of all students and staff in the district.

Objective 1: Identify safety concerns of all students and staff in the district.

ACTION:

• Conduct a climate survey of all students and staff on an annual basis.

• Provide high quality staff in-service directed at understanding the nature of school climate, harassment and violence.

5. FINANCE

GOAL 1: Maintain the financial security of the organization

Objective 1: Manage available funds to the best use of educating the children of SJPS

ACTION:

• Produce long and short range financial plans for SJPS to address all financial considerations of Michigan and the nation.

• Produce a long range financial plan to secure an adequate General fund balance.

• Develop a process for establishing long-term and short-term priorities and expectations.