

JACKSON GRAMMAR SCHOOL STRATEGIC PLAN

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JACKSON GRAMMAR SCHOOL MISSION & VISION

Mission

As members of the Jackson School community, we respect all people. We respect the world around us, indoors and out. We each take responsibility for our own actions, but we also reach out helping hands. We try hard, we play fair, and we include everyone. When we come to the Jackson Grammar School, we come for learning, community, and fun.

Vision

The Jackson Grammar School is committed to learning by fostering the intellectual, social, and physical growth of children, promoting responsibility, empathy, and respect, as well as encouraging active pride and involvement in the community. Jackson Grammar School students achieve their full potential as local and global citizens as they choose their own paths, support others, and navigate the challenges they encounter with resilience.

Portrait of a Jackson Grammar School Learner

Realizing the full potential of each and every student requires the development of mindsets, character, communication skills and learning processes needed to effectively apply knowledge and skills. Doing so will enable our learners to become responsible global and local citizens who can successfully choose their own paths and navigate the challenges of life.



[Artwork by: Poppy Davis, Grade 3]

PRIORITIES 2022-2027

Please refer to Appendix A for priorities identified by Jackson School Community

KEY

Please note that in the final draft of this document each action in each strategic direction will be chronologically ordered

Items in Yellow Highlight are top priorities

Items in Green Highlight will be discussed in breakout sessions at 1/25/22 Listening Post

PERSONNEL

SAU9 WIDE: SAU9 is committed to recruiting, retaining and recognizing innovative and dynamic staff that is dedicated to the success of each and every student. To that end it is working to collect data to inform human resource practices to ensure positive working environments and competitive salaries/benefits packages while being mindful of budget implications. All bargaining units and personnel groups across SAU9 are now on a single insurance plan, improving our ability to keep costs reasonable and negotiate with potential carriers. It is working to streamline systems to increase efficiency in completing paperwork and tracking staff information by creating online systems and workflows to manage conference and course reimbursement requests. It is also building personalized professional development opportunities designed to meet the individual needs of educators as we transform our system of education to reflect the needs of today's students.

JGS Goal: To recruit, recognize and retain innovative and dynamic staff who are dedicated to the success of each and every student.

STRATEGIC DIRECTION	ACTION STEPS	BY WHOM?	STATUS	COMPLETION DATE
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Recruit, recognize and retain staff	a. Complete a study of methods to increase collaboration and Professional Development time for school faculty by June 2021 b. Amend budget as needed to implement for October 2022.	JGS Board, Administration	Lack of common planning and PD time in both SAU 9 and school schedules.	a. By June 2022 b. By October 2022
Strengthen Personnel Policies	Develop and implement competitive salary and compensation packages for 22-23 budget while mitigating budget impacts. [Top Priority]	JGS Board	Completed for 22/23 budget	Required annually
	Develop salaries and wages in 22-23 budget to remain competitive with comparable districts across the state for both pay and benefits. [Top Priority]	JGS Board	Completed for 22/23 budget	Required annually
	Review and compare personnel policies annually to ensure they are at or above state (or local) averages for compensation packages	JGS Board and administration	Completed for 22/23 budget	Ongoing annually at budget time

COMMUNITY INVOLVEMENT

SAU WIDE: SAU9 recognizes that public education is a system that requires collaboration across diverse stakeholders if it is going to be able to meet the needs of each and every student. By collaborating with community members, SAU9 will transform our system of education to become one that reflects the competencies listed in its Portrait of a Learner. Each school has an active social media presence, allowing for increased communication between the schools and the wider community. It is expanding public exhibitions of student learning using strategies such as student-led conferences and extended learning opportunity showcases. Among its goals is to institute a portfolio-defense process through which students can demonstrate their readiness to take the next steps in their education. SAU9 is also looking to increase community partnerships to ensure students have opportunities to explore interests and achieve their post-secondary goals by engaging in opportunities such as Future Learning Pathways and the Out of School Time Career Pathways grants. By removing barriers to learning, by ensuring that students are able to access resources, and empowering students to solve local problems, SAU9 will achieve its vision of realizing the full potential of each and every student.

JGS Goal: To enhance the home-school partnership and engage the community in the transformation of our school to one that reflects POL competencies

STRATEGIC DIRECTION	ACTION STEPS	BY WHOM?	STATUS	COMPLETION DATE
Create community connections intentionally across varied social groups, professions businesses etc to augment curriculum and enrichment opportunities	Create community committee including a board member a teacher, a PTO member, family advocate, an administrator and 2 local business people and task with creating recommendation to school community	Committee	A list of community contacts, artists etc was started in 2019. No further action taken due to pandemic	Q3 2022
Increase social media presence within FERPA regulation	Start a facebook page and establish a coordinator	Administration, Tech coordinator	Complete	Complete

Determine best level of PTO Connection and action to support JGS	Create PTO advisory group or and begin outreach and complete surveys [Top Priority]	PTO	Parent Leaders identified, meeting 4 to 6 times per year. Successful grant writing and fundraising within "traditional" role historically at JGS. Organizing events ski a thon, Halloween ,fall festival, etc.	June 2022
Build sense of community with new families	a. Re-create family buddy system for new families by start of 22/23 school year b. Phone contact with each new family to determine needs and provide any services needed.	Family Advocate /PTO	a. Program in place but not functioning as designed. B. 20-21 and 21-22 school year	A. 22/23 school year B. Complete, annual
Revise Newsletter and website format for improved clarity	Develop and send paper newsletters home, in enews and on website weekly.	Administration, school staff	Completed	Completed fall 2021
Increase connection to the Jackson Public Library	Develop advisory group to meet and determine action steps by June 2023	JPL Board, School Board and administration	Begun 21-22, Students walking to library, collection being modified by JPL staff.	Action steps completed and recommended to both boards by June 2023
Demonstration of Learning: Student Led Conferences fully implemented	Draft a procedure to be followed for grades K-6 by June 22 for full implementation	Faculty, Administration	Initiated, not complete	Posted in teacher handbook by Sept 2022.

	in 22-23. [Top Priority]			
Demonstration of Learning: Portfolio Defense Process develop and implemented in grade 6	Draft a procedure to be followed in grade 6 by June 22 for full implementation in 22-23. [Top Priority]	Faculty, Administration	Initiated not complete	Posted in teacher handbook by Sept 2022.
Demonstration of Learning: Enhance Extended Learning Opportunities (ELOs) in the community	Prepare database from existing list and add 5-10 additional contacts for staff by the start of school 2022.	Administration, Faculty, Community Members	No School Time ELOs for individual K-6 students. Classes connect with various community members depending on units. Field Trips	Store database in staff google drive by Sept. 2022

TECHNOLOGY

SAU WIDE: The Covid-19 global pandemic has highlighted the importance of access to reliable technology used in a purposeful manner. SAU9 is committed to the effective integration of technology across the curriculum to support the development of the competencies within its Portrait of a Learner. It is in the process of developing learning progressions that will outline the skills students need to develop as they proceed through their educational careers. Included in those progressions will be concepts relating to digital citizenship and internet safety. SAU9 is also collaborating to build online dashboards that can be used to monitor growth and achievement at the student, school, and SAU levels. It replaces devices on a rotating basis to ensure students and staff have access to what they need. Through careful, multi-year planning and thoughtful allocation of budget and grant funding, it is able to keep systems updated while mitigating budget implications.

JGS Goal: To integrate technology across the curriculum to support POL competency, foster ethical digital citizenry, and increase productivity in record keeping efficiency.

STRATEGIC DIRECTION	ACTION STEPS	RESPONSIBLE PARTY	STATUS	COMPLETION DATE
Maintain sufficient budget to support current instructional tools and devices.	Update the JGS technology Plan to include the above Actions, compare to ISTE standards and local competencies and develop a timeline for purchases by June 2022. [Top priority]	Technology Coordinator, faculty and administration	In process	Plan written by June 22
Maintain and expand access to hardware, platforms, and software	Ensure 75% of staff and students have a reliable device in school and at	Administration, technology coordinator	Revisit each fall	Complete

for students and teachers	home by Q3 '22			
	Ensure 100% of staff and students have a reliable device in school and at home by Q4 '22	Administration, technology coordinator	Revisit each fall	Complete-October 2021
	Locate and hire a science/technology week long residency for all grade levels to experience in the 22-23 school year	Faculty, Administration, Technology coordinator		To occur during the 22-23 school year.
	Annually review infrastructure needs and budget accordingly.	Faculty, Administration, Technology coordinator	Review annually	Complete
	Offer technology enrichments at least twice a year in the afterschool program.	Faculty, Administration, Technology coordinator, and afterschool staff.	Begun 21-22, Plan annually	2022-2023 school year
Enhance Professional Development	Provide professional development as needed and provide formal PD for all staff at least once annually	Faculty, administration, Technology coordinator	PD is ongoing throughout the academic year and has been provided formally since Fall 2020	Complete for 21-22
	Revise job descriptions to include technology expectations for staff by June 2023	Board, administration	22-23	2022-2023 school year

FACILITY				
SAU WIDE: Providing and maintaining safe and healthy facilities is critical for staff and student wellness. Facilities related costs are typically large expenses, and require careful planning to ensure steps taken are aligned to goals and within the capabilities of the local community. SAU9 is engaging in a study of options relative to tuition contracts expiring in 2027, and will have a plan developed by June 30, 2024. It is closely monitoring enrollment trends and facilities needs, using that data to update five and ten year facilities plans. It is also working to design learning spaces that encourage communication and collaboration while maximizing outdoor learning opportunities.				
JGS Goal: To provide and maintain safe and healthy facilities that provide an enriched educational setting to fully engage our children.				
STRATEGIC DIRECTION	ACTION STEPS	RESPONSIBLE PARTY	STATUS	COMPLETION DATE
Maintain and improve school building facilities to meet needs of our students and staff	Submit \$250,000 warrant article at the annual district meeting (March 2022) [Top Priority]	SAU, Board, administration	Submitted in budget	March 2022
	Design and engineer school addition featuring hands-on learning space such as learning labs, maker space, STEM labs, or other areas for hands-on learning, preschool space, offices, co-curricular spaces and more so that it is ready to go to bid by September 2022 [Top Priority]	SAU, Board, administration	To start once \$250,000 warrant is approved	September 2022

	Prepare warrant article for the construction of the school addition and outdoor spaces	Board, administration	Currently two classrooms do not meet state minimums—begin in September 2022	December 2022
	Begin phased construction of school addition and outdoor spaces by 2023	Board, administration	Start 2023	TBD based on plans
Maintain and improve our outdoor spaces to meet the needs of our students and staff	Form a subcommittee to study and plan outdoor spaces which incorporate plans for augmented outdoor based learning and curriculum	Board, faculty, administration	Pavillion, Tent and woods log circle.	March 2022
	Subcommittee to submit recommendations to BOD and administration	Outdoor subcommittee		September 2022

STUDENT GROWTH AND ACHIEVEMENT

SAU WIDE: SAU9 is committed to realizing the full potential of each and every student. It recognizes the development of mindsets, character, communication skills, and thinking processes are needed to be able to effectively apply knowledge and skills in authentic contexts. Those are the skills students require if they are to successfully navigate their chosen pathways. This requires transformation of traditional educational structures. To that end, SAU9 is in the process of developing learning progressions for each of the core content areas. Those progressions will clearly outline the most critical concepts to develop to mastery over the course of students' preK-12 careers. They will also create transparency and flexibility within our systems to better meet individual student needs. SAU9 is also working to define student achievement, recognizing how multiple data points are critical to monitor, and how that data must also follow graduates into their future to help inform determinations of effectiveness of programming in ensuring students are able to achieve their post-secondary goals. SAU9 is strengthening its local system of assessment to expand the use of performance-based tasks designed to provide students increased opportunities to demonstrate their ability to apply and transfer learning and incorporate data around students' outlooks for their future. SAU9 is also working to create flexibility within our system of education to allow students to explore interests and build upon strengths as they determine potential future pathways. This requires expanding extended learning opportunities, supporting social emotional health, revising systems that recognize excellence in academic achievement, and exploring the potential for publicly supported early childhood education.

JGS Goal: To develop a high quality local system of curriculum instruction and assessment that is consistent with our vision and mission and which will support students attaining Portrait of a Learner competencies

STRATEGIC DIRECTION	ACTION STEPS	RESPONSIBLE PARTY	STATUS	COMPLETION DATE
Maintain and grow an outstanding curriculum	Define Student Achievement	Community, board and staff	Refer to POL	When POL is accepted by board and community
	Align systems of curriculum instruction and assessment to support our local vision	SAU, administration, faculty curriculum committees	SAU9 curriculum committees at work...	23-24

	Define the communities desire to increase outdoor, integrated learning opportunities by March 2022	Faculty, administration	By June 2022	TBD
	Continue to support small multi-age class sizes each year.	Board, administration	Annually at budget time	Complete for 2022-23 budget
	Maintain, define and grow music program	Faculty, administration	To define at Listening Post: Current General Music class for all students 1 hours /week, Chorus once a week.band 4-6 once a week, instrumental lessons once a week (4-6 grade). Attend performing arts once or twice per year. All SS units include cultural arts and music	TBD
Maintain and increase social emotional learning support and programming				
	Hold parent information session with consultant to introduce DEI principles in spring of 2022	SAU,Board, administration	In planning	Spring 22

	Share SEL learning strategies with families at fall 2021 event	Administration, faculty	Fall 21	Complete
	Embed SEL Competencies in content lessons	Administration, faculty	Begun 21-22 (20-21)	Ongoing
Move forward on creation of early childhood education program at JGS	Plan for addition of preschool inside of JGS renovation	JGS Board, administration	Begun with addition planning	School year 2022
	Complete Enrollment Projections to 2025	JGS Board, administration	Done annually	Complete
	Assess community needs in a study of models, needs and options	JGS Board, administration	Done by PS committee in 2018-2019	Complete
Maintain and Increase Co-Curricular Opportunities	Augment Summer Program		To define at Listening Post: Need clarity on what the community vision is	
	Augment After School Program for consistent programming, more days, and with extra curriculars beyond sports		To define at Listening Post: Need clarity on what the community vision is	
	Create more sports opportunities		To define at Listening Post: Need clarity on what the community	

			vision is, note: JGS offers Soccer, Nordic and Alpine. Baseball and basketball at Rec.	
	Grow the World Language Program to two days per week.	Administration, World Language Tutor	Began Jan 21-22: increased to 10 hours per week from 6 21-22 school year.	Complete

Appendix 1: Priorities Identified at Jackson Listening Post September 21, 2021

Consolidated Priorities Identified By The Group

- Outdoor-centered learning with integrated curriculum and activities with the potential to explore integrating expeditionary learning
- Pursue top-level technology appropriate to JGS needs and ethos
- Continue to pursue multi-age sections of JGS student communities with small class sizes
- Academics with project based social and emotional learning focused on social justice, enrichment support, and assessment based on growth, development, and academics.
- Facilities with art and science maker space, a total upgrade to the outdoor area for interactive play experiences, and a plan to continue gardens and rethink healthy and local lunches
- Create preschool
- Community connections created intentionally across varied social groups, professions, businesses, and ages to augment curriculum and provide opportunities for enrichment and learning inside of JGS and in MWV outdoor ecosystem and beyond.
- Augment summer programs and after school programs
- Create more sports opportunities
- Maintain and grow a language program
- Create extracurricular options beyond sports
- Maintain and grow a music program
- Maintain and grow a consistent afterschool program
- Maintain a strong library program and continue to foster an increased connection to the Jackson Public Library
- Recruit and retain top teachers with appropriate salaries and professional development
- Create tighter connection with the parents
- Create and augment accessibility so that JGS can be used by a diversity of physical abilities.

Appendix 2: Timeline of Formation of Jackson Grammar School Strategic Plan

July-September 2021

- Committee work

September 21st, 2021

- Jackson Community Listening Post
- Work conducted: workshopping a future vision for JGS, outputs included Portrait of a Learner brainstorming, goals and priorities

October 1-29th, 2021

- Committee work to process community feedback, ideas, and drafting of mission, vision, and JGS Portrait of a Learner

October 30th, 2021

- Jackson Community Listening Post
- Work conducted: workshopping mission, vision, and JGS Portrait of a Learner

November 2021-January 2022

- Committee work for on multiple drafts of strategic plan
- Committee collaboration with SAU on SAU priorities
- Mission and vision survey conducted via email to Jackson community
- Teacher and student workshops for annotated POL

January 25th, 2022

- Virtual Listening Post to share draft of plan and work on clarity on co-curricular planning

Appendix 3: Action Plan For Final Draft and Committee Work

TIMELINE AND ACTION PLAN

- ☐ 1/15 Committee share in process draft with JGS Board
- ☐ 1/25 JGS Strategic Plan Listening Post-- priorities session (dot session)

February

- ☐ 2/1-2/25 Committee to finalize Strategic Plan and present to JGS Board, including:
 - ☐ Process survey monkey feedback on mission, vision and values
 - ☐ Annotated POL from students and teachers
- ☐ TBA date: Board to vote to present it to community at school meeting

March

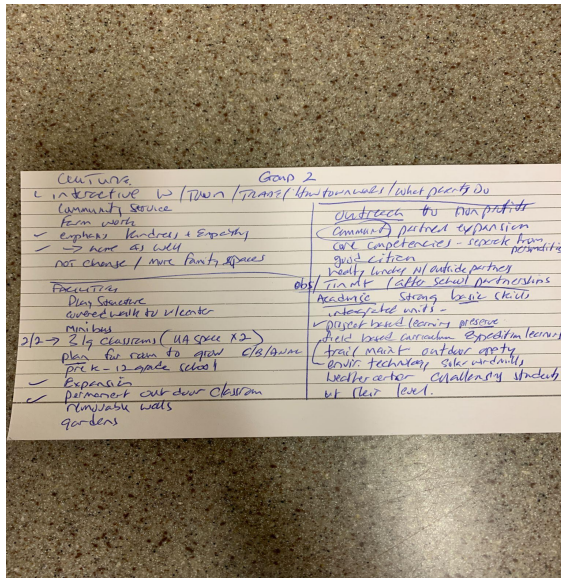
- ☐ TBA date: Ask for show of support for plan at school meeting

January Listening Post Agenda

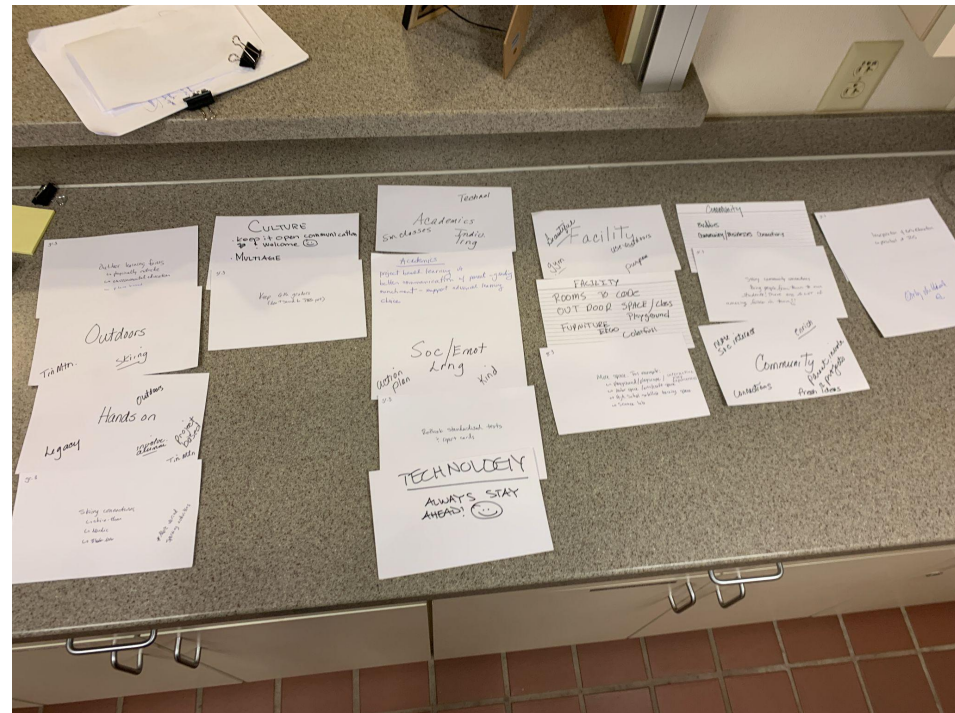
Topics for Breakout Groups

- Zoom session with breakout groups-- ask kevin and kadie for link
- Plan break out groups
 - Outdoor learning-- what do we mean, what do we want?
 - Co Curricular activities-- what do we mean, what do we want? Yes this...
 - After School programming-- what do we mean, what do we want? Check..
 - Music program-- what is our need here vis a vis what we have

Appendix 4: Photos Showcasing JGS 10 Year Vision Results and Portrait of Learner Characteristics Identified at Jackson Listening Post September 21, 2021



Results of JGS Vision in 2031 From One Breakout Group



Consolidated Results of JGS Vision in 2031

