



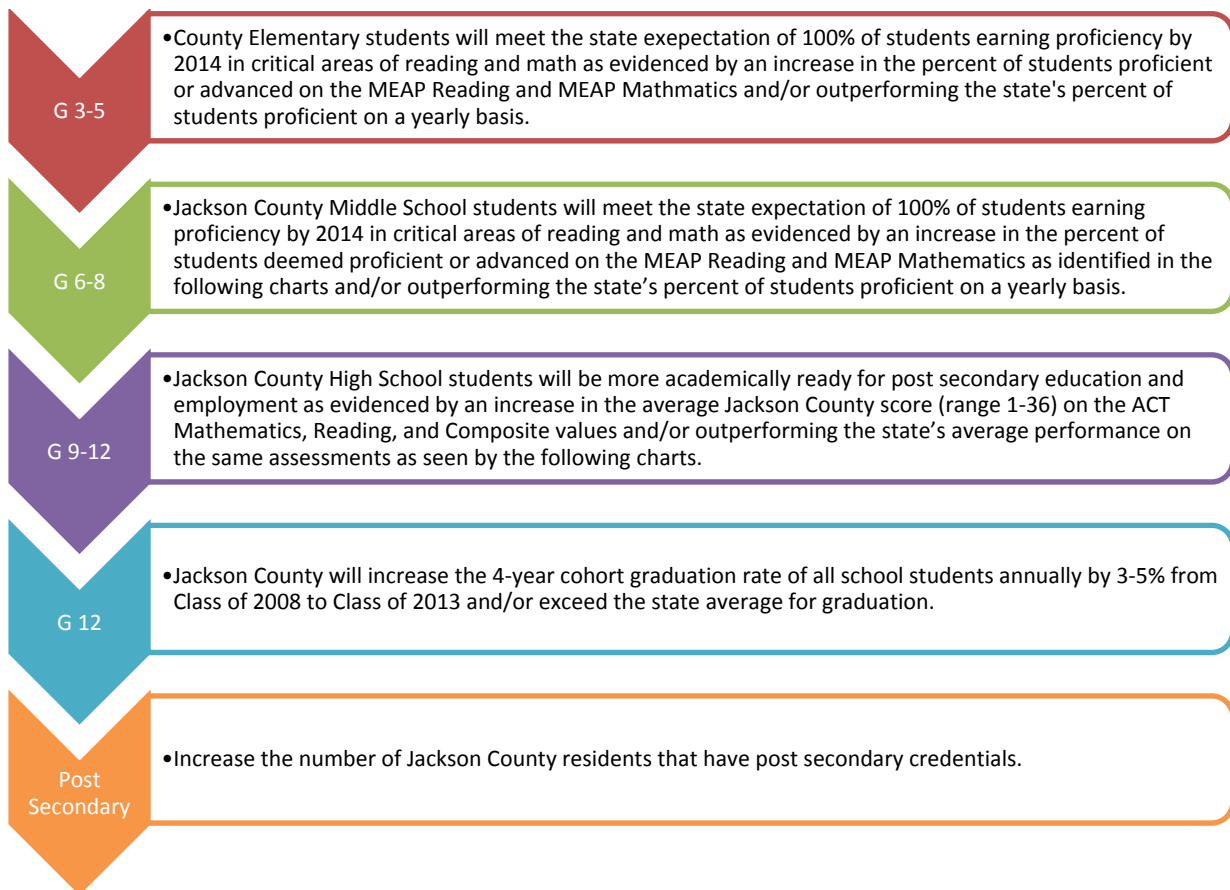
# Education

## Issue Analysis

### Existing Efforts

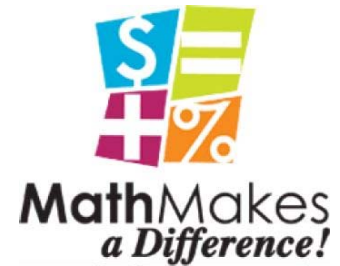
Efforts to collaborate amongst community stakeholders in Education have been ongoing since the first County Strategic Plan in 2008. Serving as a convener, the County brought together education leaders from Jackson Community College, Baker College, Spring Arbor University, Jackson County Intermediate School District, School Board Members, the United Way, MSU Extension, Community Action Agency, and Jackson County elected officials in a monthly meeting to discuss community education goals. This group became known as the County Education Team. The United Way was also hosting a community solutions team focusing on education, which was also working to tackle some of the very same challenges.

Over a period of time the County Education Team determined and adopted outcome goals for measuring success in educational achievement.





After having set goals together and discussing the county's needs, the group determined to focus resources on what they felt was the most pressing issue in the community, math education. Out of this discussion and many months of planning the [Math Makes a Difference](#) program was born. All of the participating organizations donated to the Math Makes a Difference Campaign and we quickly had a budget of \$21,500 to work with. Many in-kind services were also offered and utilized such as professional skills and marketing.



The County Education Team worked together to create a website for Math Makes a Difference. To receive feedback and draw kids and parents to the site, the County Education Team developed a Spring Math Makes a Difference Campaign where an iPod was given to a student and an iPad was given to a teacher with 100% class participation. The campaign worked so well, additional contests were held in the fall of 2012 and spring of 2013. In the fall of 2012, an



entire class at Northwest Elementary school received an iPod Touch for each student and an iPad for the teacher. Additional summer and holiday radio ads continued between the campaigns.

In the spring of 2012 the Jackson Citizens for Economic Growth (JCEG) invigorated the County Education Team with a desire to create a broader community education plan. JCEG brought community business leaders to the table and spurred planning efforts amongst even more education

leaders. More teachers, superintendents and other non-profits worked together for several months to craft plans under various goals. The County Education Team worked with JCEG to promote this community plan.

As the process with JCEG unfolded several community leaders came together to consolidate efforts into a unified collective force. The various community efforts subsided briefly for the formation of the Cradle to Career (C2C) Education Committee.

The Jackson County Cradle to Career (C2C) is a growing, dynamic collective impact collaboration of individuals and organizations committed to building community-wide support for fundamental change in how – and how well – we educate our children now and future



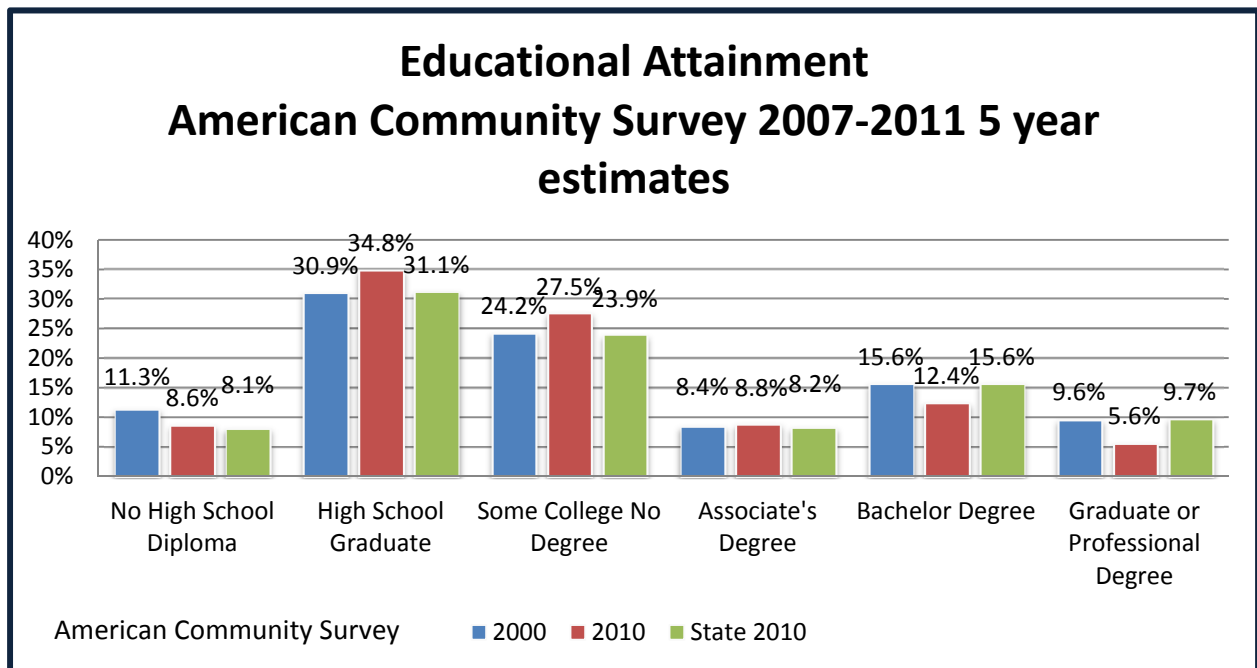
generations. In the span of a year, the C2C was able to coalesce years of work of 5 different education groups and collaboratives into an aligned and united collective impact initiative.

## **Stakeholder Analysis**

The C2C organization has been able to build community support for the initiative from an initial planning committee of 20 community leaders to a vibrant Action Team structure of 6 teams with over 140 community members that include representatives from 13 school districts, 3 colleges/universities and multiple organizations. The Action Teams include Early Childhood Success (the Great Start Collaborative of Jackson County), Elementary School Success, Middle School Success, High School Success, Post-secondary Success and Community Engagement Success.

## **Current Reality**

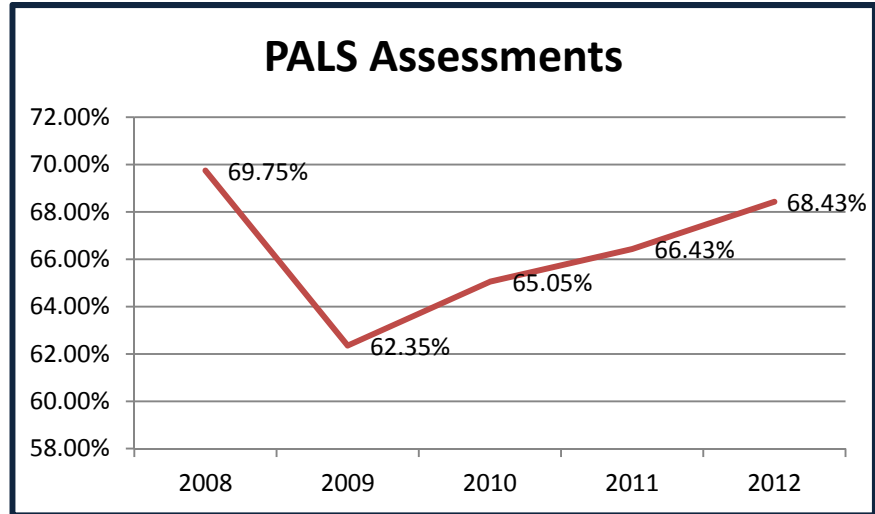
The current reality is that we are below the state and national averages for student achievement in many areas. One of the statistics that immediately sticks out, and that is at the center of the County’s focus, is educational attainment. According to the American Community Survey the County has a low number of residents with Bachelor or graduate degrees as shown in the chart below.



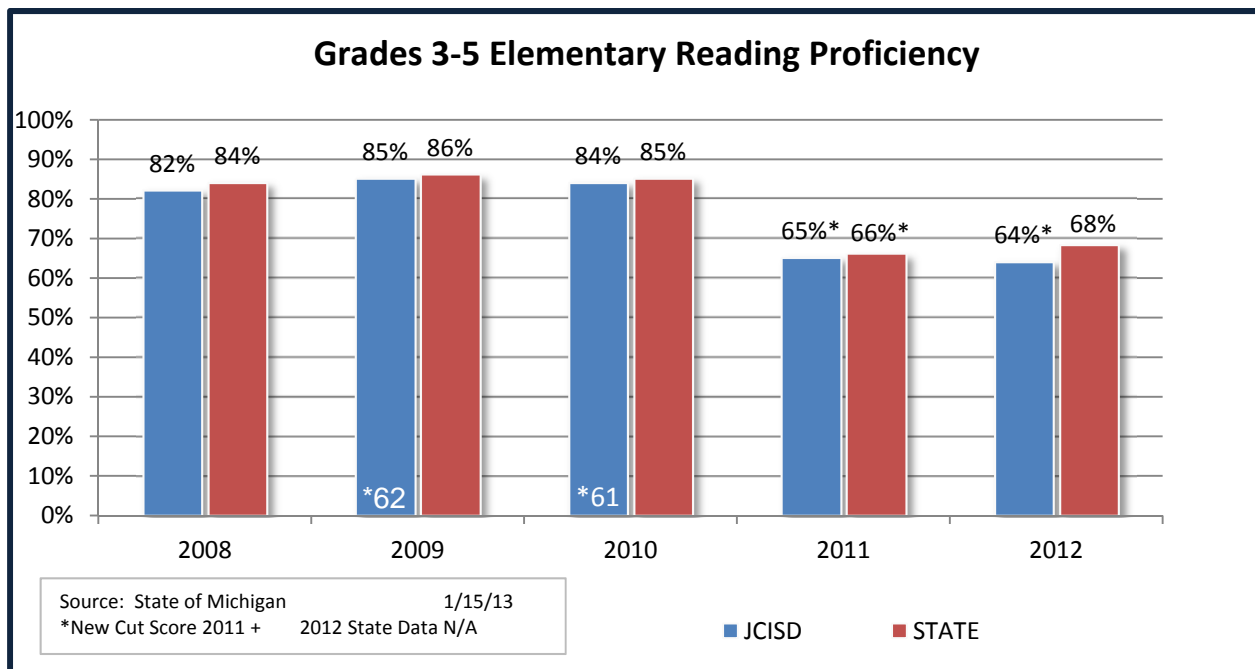


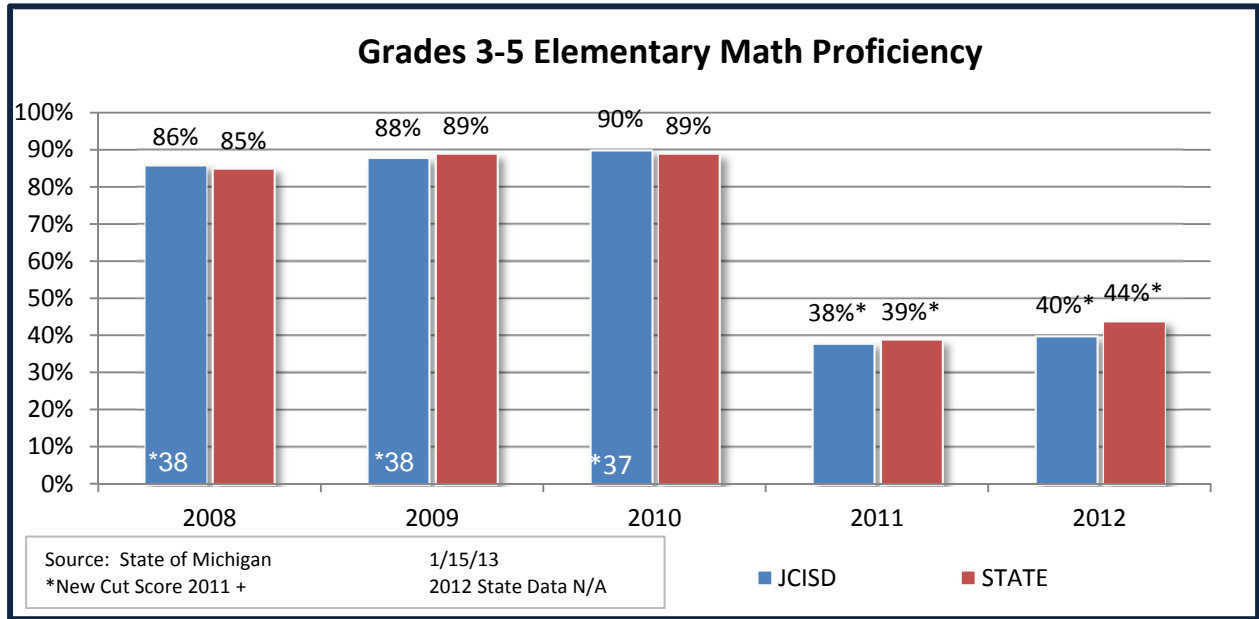
The County Education team has tracked progress of collective student achievement and presented progress each year to the County Board of Commissioners. The data is publicly available on the [County Dashboard](#).

Jackson County elementary students (grades 3-5) will meet the state expectation of 100% of students earning proficiency by 2014 in critical areas of reading and math as evidenced by an increase in the percent of students proficient or advanced on the MEAP Reading and MEAP Mathematics as identified in the following charts and / or outperforming the state's percent of students proficient on a yearly basis.

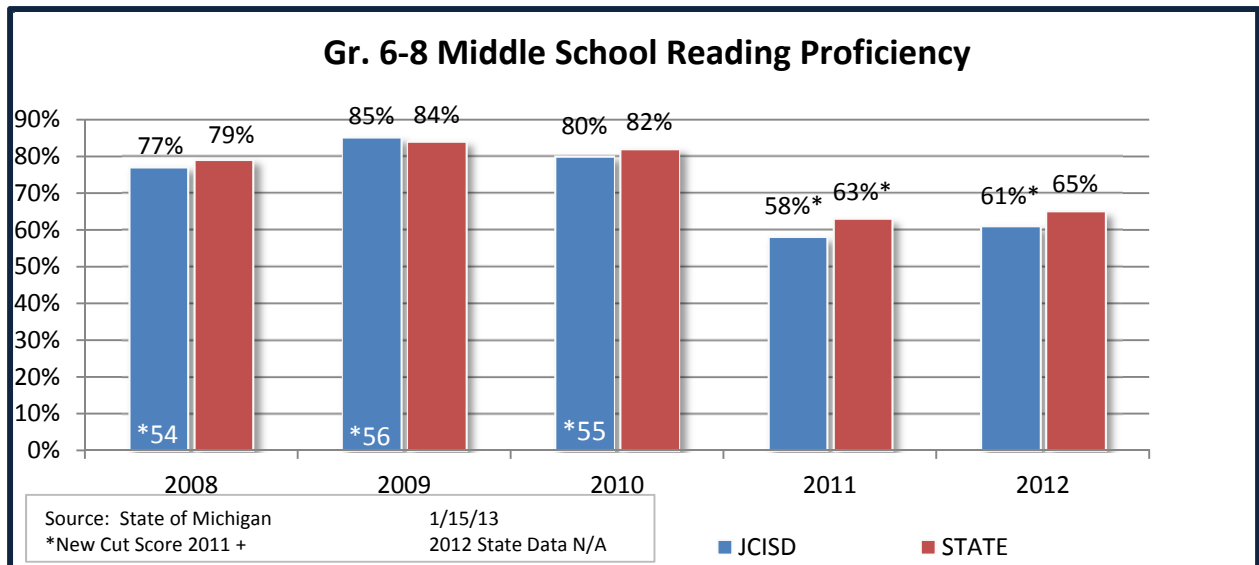


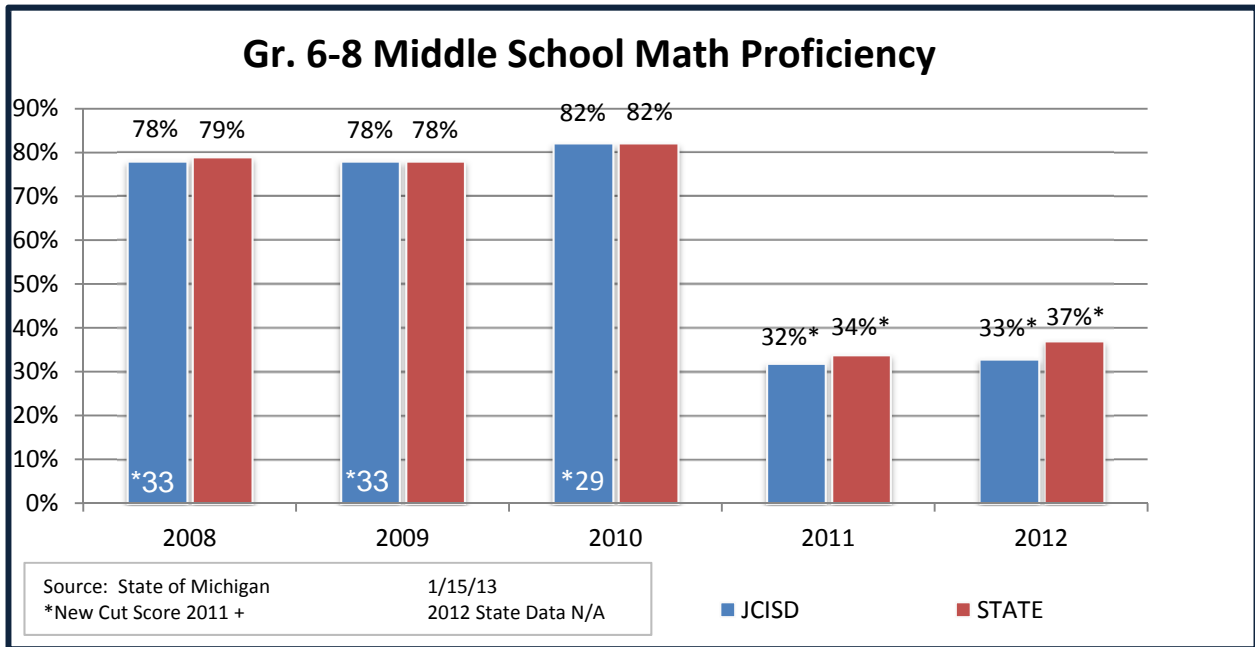
The primary indicators for elementary education are reading and math proficiency. The testing has been a moving target because of the changes in the cut scores. Cut score changes are noted below in the reading and math proficiency charts. Both charts show Jackson underperforming compared to the state average. In fact, the gap has grown larger in the past year.



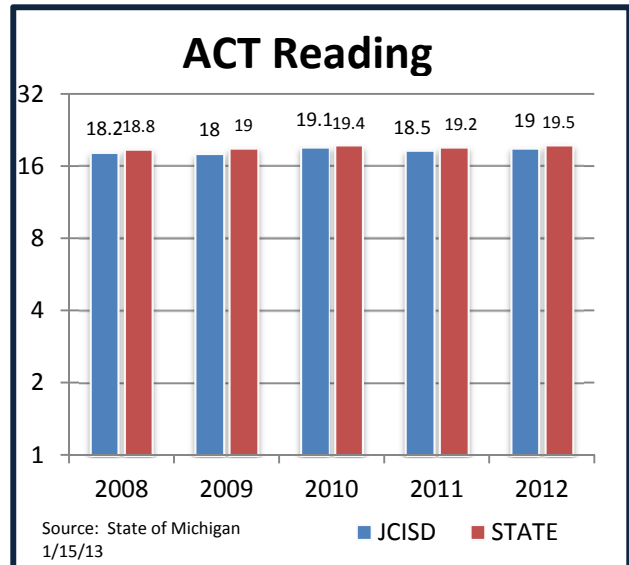
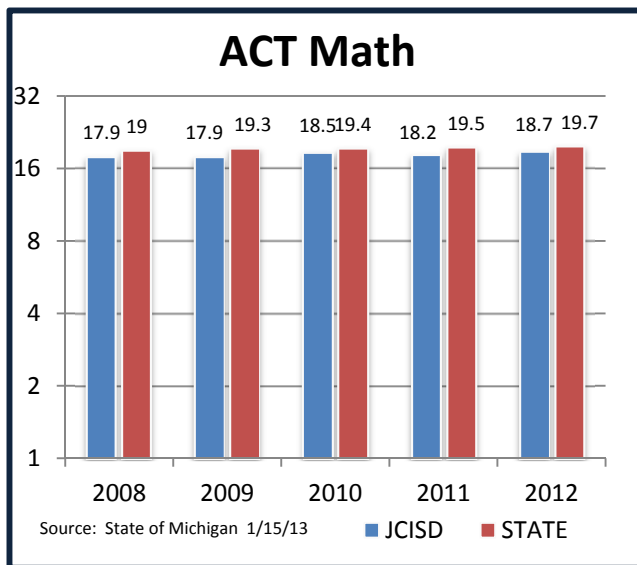


Middle school achievement measures are similar to educational achievement in Jackson County. The County lags behind the State with little significant change from the past. The year 2009 seemed to be a banner year where the County was at or above the State. The County has since dropped below the state mean. The goal was to surpass the State average.



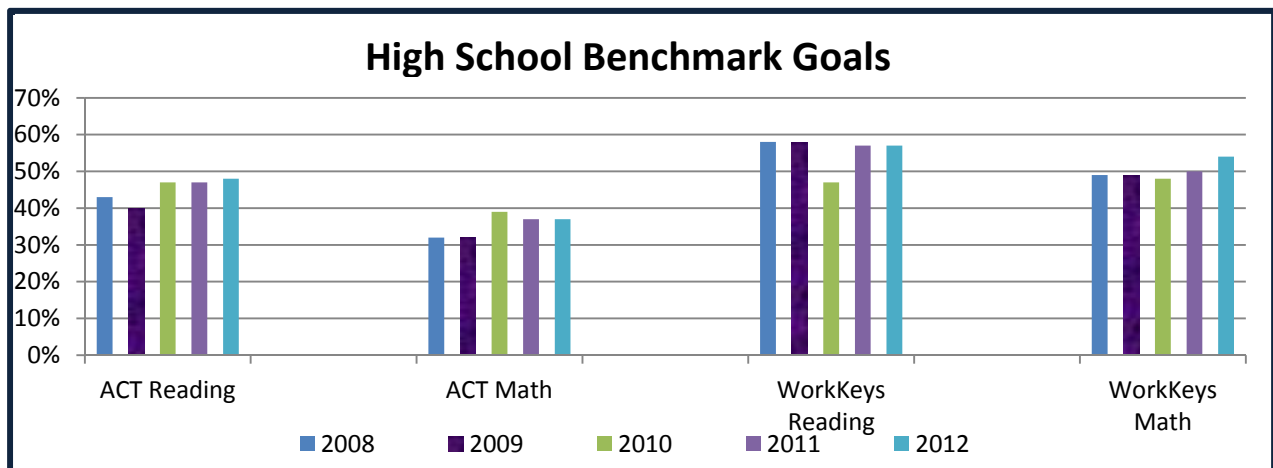
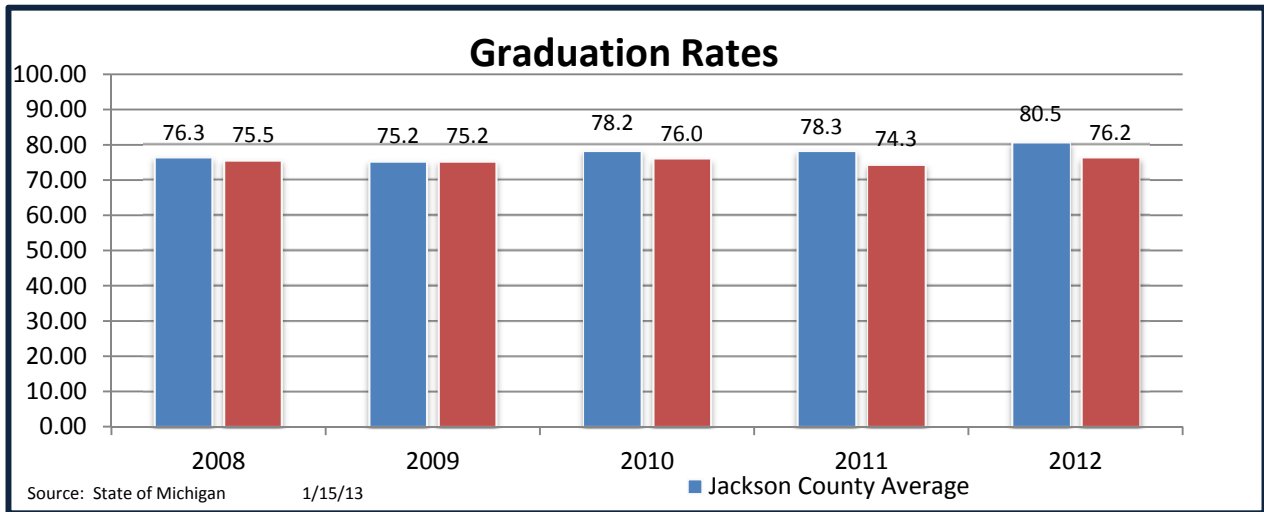
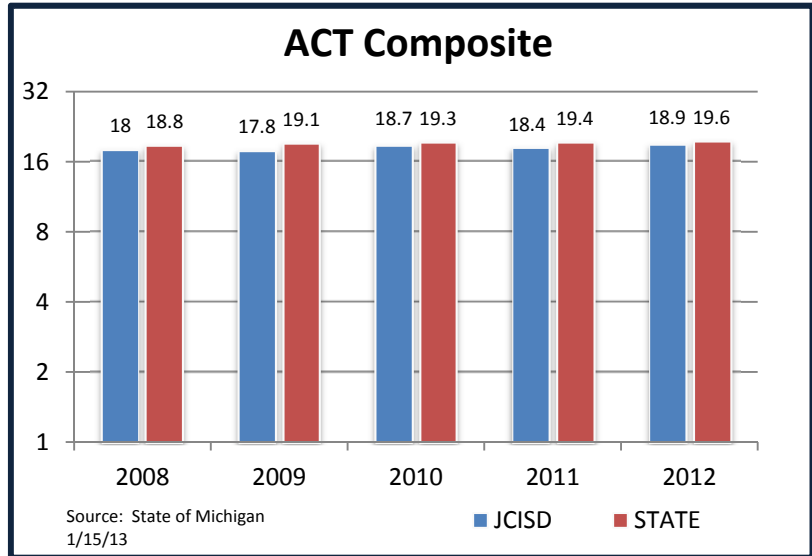


High School educational success is measured by ACT Reading, ACT Math, and ACT Composite scores. Jackson County scored .5 behind the State in the reading score and 1 point behind the State in the math score in 2012. The composite score was .7 points behind the State in 2012.





On a more positive note, graduation rates in Jackson County exceed that of the State of Michigan by 4% on a relatively consistent basis (shown on the following page). Also shown on the following page is the WorkKeys test plotted with the ACT scores. Moderate gains in math scores were achieved.





All of the data suggests that there is still much to do to raise Jackson's educational achievement to where it needs to be. Research data shows that education is strongly linked to the economic prosperity of a community.

## **Asset Based Community Development**

Collaboration amongst education leaders is strength of Jackson County. The County Education Team has met for five years and has honed in on the challenges educators face. The Math Makes a Difference Campaign was a great opportunity to work together on a common goal. The engagement of the Jackson Citizens for Economic Growth (JCEG) into education spurred discussion that may have not otherwise occurred. With the initiation of JCEG the educators and community leaders worked together to come up with a common agenda. The unified adopted by many government bodies and school districts included the following areas of focus.

- Technology integration in teaching and learning
- Early Childhood Development
- Reading at grade level by the 4<sup>th</sup> grade
- Development of curricular linkages from high school to college
- Parental/Family Involvement

This common agenda put all of the community groups in a great position to work together. With a long tradition of collaboration and a willingness to work together on common goals, education and community leaders in Jackson County were in a great position to formalize a relationship through the C2C initiative.

The C2C Executive Committee members have received formal board approvals and written resolutions to do this work together over time. The C2C Executive Committee has already begun to prepare for how best to engage the entire community. First, we developed a website ([www.jacksonc2c.org](http://www.jacksonc2c.org)) and a brochure to provide a pathway for everyone to become engaged. The superintendents of our 13 school districts strategically rolled out the concept to their school administrative staff and teachers in January and then to the community at our annual Chamber of Commerce Annual Dinner, culminating in a public "Signing" event in February. We then scheduled an orientation for all action team members to hear the collective impact model one more time and reread the articles before getting to work on developing the activities that will help us reach our goals.



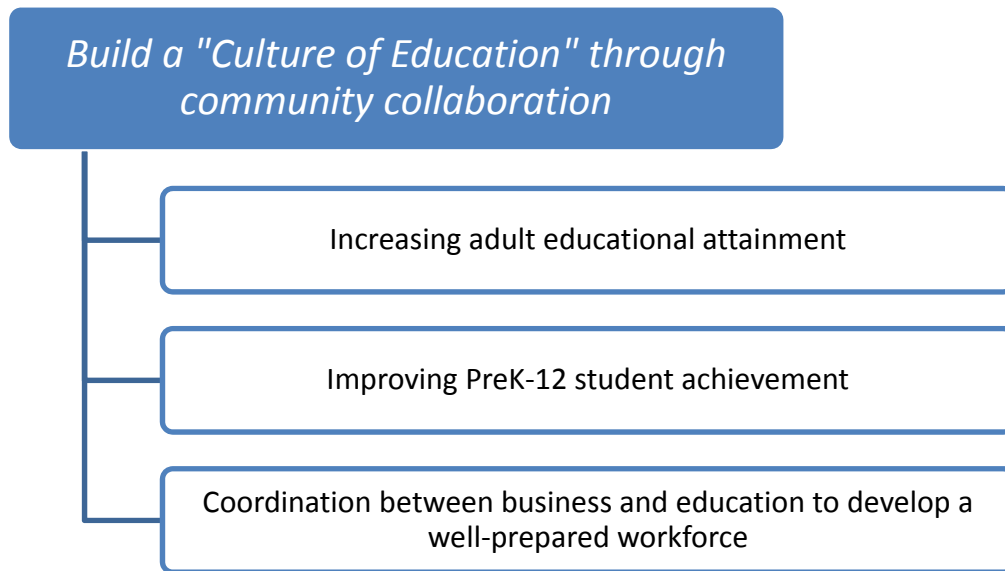


## **Vision**

Community leaders worked together in 2007 and 2008 to come up with a community plan. Education quickly emerged as an essential piece if not a keystone in improving our community. The prior education vision established in 2008 was:

*Jackson County recognizes education fuels a thriving community and provides a progressive environment that promotes education to all levels to give residents a competitive advantage.*

The 2008-2013 strategic plan set out the objective to:



The 21<sup>st</sup> Century global economy demands a workforce with an education beyond high school. The most successful communities foster high educational aspirations and align their institutions and resources to advance that vision. To build and sustain a vibrant economy and healthy community, Jackson County must ensure all students pursue and complete a college degree or post-secondary credential. The C2C provides the best opportunity for our community to continue to work together looking out towards the year 2020.

## **Mission**

The Education Strand, Jackson County Cradle to Career, will work to build, coordinate and promote an educational path that prepares all students at all levels, from early childhood through post-secondary attainment that results in productive careers for all Jackson County residents. All Jackson County students will:



- Be career ready academically, financially, logistically, and socially
- Have purpose by understanding the connections between being career ready and how it impacts their life-long education and employment future
- Enroll in college or post-secondary credentialing program within six months of high school graduation
- Complete a college degree or post-secondary credential within six years of high school graduation

Ultimately, our big hairy audacious goal is that **60% of Jackson County residents will have a post-secondary degree or valuable credential** by 2025.

## Action

We plan to implement a structure of six Education Success Action Teams (Early Childhood, Elementary School, Middle School, High School, Post-secondary and Community Engagement) that will work on activities the following focus areas.

### **Parent/Guardian Engagement**

- Increase the percentage of parent/guardians who utilize a student information system tool to monitor student progress and success
- Increase the percentage of Jackson County parents of graduating students who complete a FAFSA

### **Kindergarten Readiness**

- Increase the percentage of entering kindergarten students who meet or exceed the benchmark on the county-wide school readiness assessment (PALS)

### **Curriculum Alignment**

- Create and support a response to intervention system for students who don't meet the benchmarks: readiness for kindergarten using the PALS assessment, reading at grade level by 4<sup>th</sup> grade, performing proficiently on the state approved testing by 8<sup>th</sup> grade, meeting national standards on the ACT, meeting the national standards on Work Keys, and graduating from high school
- Increase the percentage of 4<sup>th</sup> grade students reading at grade level
- Increase the percentage of 8<sup>th</sup> grade students proficient in state approved testing, with a clear expectation of pursuing post-secondary education
- Increase the percentage of accelerated programs for gifted and talented learners
- Increase the percentage of participation in existing Advanced Placement and STEM classes
- Increase the percentage of Jackson County students that have met or exceeded national standards on ACT in all subjects



- Increase the percentage of Jackson County students that have met or exceeded national standards on Work Keys in all subjects
- Increase the percentage of Jackson County students who graduate from high school
- Increase the percentage of Jackson County graduating students that enroll at a post-secondary education institution within 6 months of graduation
- Increase the percentage of Jackson County graduating students who persist for a second year
- Increase the percentage of Jackson County graduating students who complete a post-secondary credential within 6 years of high school graduation
- Increase the percentage of Jackson County residents who have a post-secondary degree or valuable credential

### **Community Engagement**

- Increase the percentage of Jackson County businesses and individuals who employ, intern, mentor and engage students along the educational pathway

### **Technology**

- Increase the percentage of students who have access to 1 : 1 technology
- Increase high speed internet infrastructure county wide

### **Team Members**

*City of Jackson, Ombudsman/ Frank Weathers*  
*Community Action Agency, Director of Children’s Programs/ Mary Cunningham-Deluca*  
*College Access Center, Executive Director/ Sherry Caldwell*  
*Enterprise Group, CEO/ Tim Rogers*  
*Great Start Collaborative, Executive Director/ Kelly Sheppard*  
*Jackson Area Manufactures Association, Executive Director/ Bill Rayl*  
*Jackson Community Foundation, CEO/ Monica Moser*  
*Jackson County, Administrator’s Office/ Adam Brown*  
*Jackson County Chamber of Commerce, CEO/ Mindy Bradish-Orta*  
*Jackson County Commission, Commissioner / Julie Alexander*  
*Jackson County Higher Education Alliance, Rep/ Patty Kaufman*  
*Jackson County Intermediate School District, Superintendent/ Kevin Oxley*  
*Superintendent Association, President/ Brad Hamilton*  
*Jackson District Library, Executive Director/ Ishwar Laxminarayan*  
*Jackson Citizens for Economic Growth, Rep / Jim Stormont*  
*Jackson County Education Association, President/ Pam Schultz*  
*Jackson Promise Zone, Coordinator/ Kriss Giannetti*  
*South Central Michigan Works!, CEO/ Sarah Hartzler*  
*United Way of Jackson, CEO/ Ken Toll*

### **Attachments ; Action Plan Template**



<b>Strand: Education</b>							
<b>Goal:</b> All students will be at or above grade level in reading and math by the 4 <sup>th</sup> grade							
<b>Measurements of Success for the Goal:</b> (1) Elementary MEAP reading and math scores (2) Percentage of accelerated programs for gifted and talented learners (3) Percentage of students participating in STEM learning opportunities (4) Percentage of Jackson County businesses and individuals that mentor/volunteer in elementary classrooms (5) Percentage of students who have access to 1:1 technology (6) Percentage of parents/guardians who utilize a student information system tool to monitor student progress and success							
<b>Goal (Long Version):</b> (1) Be career ready academically, financially, logistically, and socially (2) Have purpose by understanding the connections between being career ready and how it impacts their life-long education and employment future (3) Ultimately, 60% of Jackson County residents will have a post-secondary degree or valuable credential by 2025							
Strategy	Energizing Education						
Activities	Resources Needed (e.g. Cost, Equipment)	Timeline		Person/Entity Responsible & Involved	Measurable Outcome/ Evidence of Success		
		Start Date	End Date		Description	Present	Target
Parent Nights							
Mentoring program / Literacy							
After School Program							
Strategy	MISE and SELCT						
Activities	Resources Needed (e.g. Cost, Equipment)	Timeline		Person/Entity Responsible & Involved	Measurable Outcome/ Evidence of Success		
		Start Date	End Date		Description	Present	Target
Special Education Literacy Training							
Special Education Math Training							



# Jackson County Strategic Plan | 2020

Strategy   Countywide School Improvement Consortium							
Activities	Resources Needed (e.g. Cost, Equipment)	Timeline		Person/Entity Responsible & Involved	Measurable Outcome/ Evidence of Success		
					Description	Present	Target
Countywide Committee meetings							
School Improvement Plan coordination							
Meeting with MDE Field Services							
MDE Consolidation of Services Grant							
Strategy   Grass Lake RTI Pilot							
Activities	Resources Needed (e.g. Cost, Equipment)	Timeline		Person/Entity Responsible & Involved	Measurable Outcome/ Evidence of Success		
					Description	Present	Target
Teacher Coaches							
Scheduled Intervention times							
Strategy   Reading Recovery Cohorts							
Activities	Resources Needed (e.g. Cost, Equipment)	Timeline		Person/Entity Responsible & Involved	Measurable Outcome/ Evidence of Success		
					Description	Present	Target



# Jackson County Strategic Plan | 2020

Strategy   Common Core alignment							
Activities	Resources Needed (e.g. Cost, Equipment)	Timeline		Person/Entity Responsible & Involved	Measurable Outcome/ Evidence of Success		
					Description	Present	Target
District Action Teams							
MAISA Coordination							
Strategy   Coordinated School Health Initiatives							
Activities	Resources Needed (e.g. Cost, Equipment)	Timeline		Person/Entity Responsible & Involved	Measurable Outcome/ Evidence of Success		
					Description	Present	Target
Bullying Prevention							
Strategy   Math Makes a Difference Campaign							
Activities	Resources Needed (e.g. Cost, Equipment)	Timeline		Person/Entity Responsible & Involved	Measurable Outcome/ Evidence of Success		
					Description	Present	Target
Strategy   JAMA/MS Center partnership							
Activities	Resources Needed	Timeline		Person/Entity	Measurable Outcome/ Evidence of Success		



# Jackson County Strategic Plan | 2020

	(e.g. Cost, Equipment)			Responsible & Involved	Description	Present	Target
STEM Camps							
Workforce Development - Welding							
Strategy	JCC/MS Center partnership						
Activities	Resources Needed (e.g. Cost, Equipment)	Timeline		Person/Entity Responsible & Involved	Measurable Outcome/ Evidence of Success		
					Description	Present	Target
Math / Science Educators Conference							