



STRATEGIC PLAN

PROGRESS REPORT

**BOARD OF EDUCATION
MARCH 26, 2018**

The Board of Education adopted the current strategic plan in July of 2016. This plan is supported by two groups:

- **Ad Hoc Strategic Planning Board Committee**—a small group comprised of Board members and the Superintendent. This group is sanctioned by the Board and charged with representing the full Board in matters of strategic planning.
- **Full Strategic Planning Committee**—a broader team comprised of students, parents, teachers, support staff, administration and board members. This group is charged with reviewing, disseminating, gathering input from staff, and giving input to the Board on the Strategic Plan.

The Board of Education established the following 3-5 Targets:

3-5 Year Targets

1. **Academic Achievement.** Lakewood Public Schools will promote the highest possible academic achievement for each individual student.
2. **Financial Stewardship.** Lakewood Public Schools will be a responsible steward of public finances and ensure resources are aligned with educational needs.
3. **Facility & Operations.** Lakewood Public Schools will maintain facilities, properties, and equipment that are safe, secure, and meet the educational needs of the District.
4. **Personnel.** Lakewood Public Schools will hire, develop, invest in and retain the most qualified staff for each position within the district, ensuring high quality services are provided to our students.
5. **Communication.** Lakewood Public Schools will maintain open, timely and appropriate communication with district stakeholders.
6. **Board Responsibilities.** The Lakewood Public Schools Board of Education will provide leadership for the district, maintaining a focus on student achievement and growth.

The following report is an update on the progress with the Strategic Plan as of the Fall of 2016.

NOTE: ↑ denotes forward movement since last update.

KEY

Color	Status
Green	Completed
Yellow	Good – On track/in-progress
Orange	Warning—Watch point/initiated
Red	Alert—Off track/not started
White	TABLED

TARGET 1: **ACADEMIC ACHIEVEMENT**

The Lakewood Public Schools will promote the highest possible academic achievement for each individual student.

GOAL 1: Provide all students with high quality instruction and ensure all students achieve a year's growth in a year's time so that all schools maintain a standing in the top 25% of the state.

Action Item	Status	Evidence
Implement programs that are reflected in our School Improvement Plans	↑	<ul style="list-style-type: none"> • Aligned Building SIP and DSIP with Strategic Plan • PBIS established at LES • Reading interventionists • Math interventionists
Evaluate data sources used to assess students and that this data is driving instructional decisions		<ul style="list-style-type: none"> • NWEA pilot started; committee formed; review underway for Sp of 2018 • NWEA Pilot Fall 2017 select grades • Current data tools reviewed • NWEA Pilot program
Explore current use of alternative education programs	↑	<ul style="list-style-type: none"> • Student Success Program at high school • Virtual • Credit Recovery
Identify current technology needs; develop reframe plan for staff and students; increase technology integration	↑	<ul style="list-style-type: none"> • District Tech Survey Launched • K-12 District Tech Team launched; reviewing/dev'g plan • Teacher laptop refresh complete by June 9, 2017 • Begin inventory and planning for student device refresh • Google platform training • 3-5-year refresh plan for classroom/labs • Identify infrastructure needs

GOAL 2: Provide all students with clear and personalized pathways for academic success.

Action Item	Status	Evidence
Develop/Enhance Classroom to Career Model and Student Guidance initiatives	↑	<ul style="list-style-type: none"> • STEP next steps planning • STEP program marketing; branding • STEP launch night; community event • First class posted for registration • Class materials ordered • Skilled trades teacher training • Course approval by BOE

		<ul style="list-style-type: none"> • GMCA partnership
Develop accelerated models of learning		<ul style="list-style-type: none"> • AP course expansion and curriculum adjustment complete • Prep for AP Bio in 2018 • Investigating “7th” hour AP Computer Science Course for 2017 2nd semester
Review intervention models and identify any gaps in programming needs	↑	<ul style="list-style-type: none"> • PBIS COMPLETED AT LES AND LECC • Child Study Teams • Interventionist models • Summer Reading Program • High School math support • Review of Title I intervention • Pre-planning for child/DATA study format K-8 • Pre-planning for PBIS at LECC • Tier reading and math support review • MTSS → PBIS K-12 rollout
Develop/Enhance 5-12 Guidance Counselor initiatives		<ul style="list-style-type: none"> • Planning meetings • Increased communication • STEP

GOAL 3: Provide all students with a rigorous, aligned, 21st century curriculum.

Action Item	Status	Evidence
Establish Building Leadership Teams		<ul style="list-style-type: none"> • K-4 teams • 5-12 department teams
Implement Vertical Teaming	↑	<ul style="list-style-type: none"> • Final round of vertical teaming completed for this year • Review of year’s work underway • Second round of vertical teaming complete • Pre-planning for summer work/next year’s work • ELA & Math Teams established • First round of Vertical Meetings held
Develop 5-year curriculum review cycle	↑	<ul style="list-style-type: none"> • Math content review underway; pilot fall of 2018; selection implementation fall 2019 • Curriculum review cycle established • Begin reviewing 17-18 • Curriculum Council updated

Develop and offer S.T.E.M. related experiences for students	↑	<ul style="list-style-type: none"> • Historical data gathered • AP Computer Science approved by board; class arrangements being made • STEM planning committee formed • K-12 3-5 year STEM plan developed • 8th grade STEM class pilot • Development of AP coursework
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TARGET 2: FISCAL STEWARDSHIP

The Lakewood Public Schools will be a responsible steward of public finances and ensure resources are aligned with student needs.

GOAL 1: By 2021, Lakewood Public Schools will have a 10% fund balance to enable the District's sustainability and effective delivery of services to students.

Action Item	Status	Evidence
Develop 2-3-year projection with appropriate recommendations to the Board for fund balance stability		<ul style="list-style-type: none"> • FY 18 Prelim planning underway • 3-5-year projection developed
Review of all shared and contract services for cost-savings		<ul style="list-style-type: none"> • TABLED • Developing proposal for hybrid cleaning model • Cleaning contract review initiated • Major supply contract review initiated

GOAL 2: Ensure appropriate procedures and internal controls are maintained by the business office.

Action Item	Status	Evidence
Evaluate internal processes within the Business Department		<ul style="list-style-type: none"> • List of key processes to target being developed
Develop updated intern forms for major processes (PO, mileage, expense, leave, etc.)		<ul style="list-style-type: none"> • ON-GOING Developing tools to manage keys • Facilities Use, Hiring Process, Background Check forms updated

GOAL 3: Develop and implement strategies to pursue and gain additional sources of revenue.

Action Item	Status	Evidence
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Develop ongoing enrollment projections and models		<ul style="list-style-type: none"> • COMPLETE FOR 2017-18 • ON-GOING: Middle Cities 2017 report • Spring Revision Approved • 18-19 Prelim drafted • 2016 Middle Cities Report • 3-Year projections identified
Explore/Develop Exchange Program	↑	<ul style="list-style-type: none"> • Planning for 18-19 roll out • SEVIS certification received • Federal form completed
Develop and Implement Alternative Trade Pathway	↑	<ul style="list-style-type: none"> • Discussion on second GMCA class • GMCA partnership finalized • First class developed • Pre-planning for 17-18 and beyond • Construction Trades path planning • Proposal to BOE, December '12
Explore opportunities to partner with Homeschool community		<ul style="list-style-type: none"> • Initiating meetings with area homeschool leaders • Gathering feedback on homeschool needs • Developing partnership strategies
Expand grant writing endeavors	↑	<ul style="list-style-type: none"> • Kids Read Now Grant awarded, \$8,000 • Exploring available grants

TARGET 3: FACILITIES & OPERATIONS

Lakewood Public Schools will maintain facilities, properties, and equipment that are safe, secure and meet the educational needs of the district.

GOAL 1: Create a comprehensive plan for enhancing building safety and security for students and staff.

Action Item	Status	Evidence
Review current safety needs; establish 5-year plan		<ul style="list-style-type: none"> • Need assessment done on entryways • Developing int/ext camera needs • Initial review of site complete
Create and prioritize plan to secure entryways of buildings	↑	<ul style="list-style-type: none"> • HS and Admin buzzer entry completed • Phase 2 planning underway: • Preplanning brick and mortar options for MS entry

		<ul style="list-style-type: none"> • Buzzer entry MS/HS • Expanding internal structure cameras • Phase 1 plan complete • Card Access at MS • Buzzer enter at LECC and LES
GPS Tracking of buses	↑	<ul style="list-style-type: none"> • Installation underway • Board approved
Expand safety cameras on buses		<ul style="list-style-type: none"> • COMPLETED • Phase 2 cameras purchase initiated • Phase 1 Installation complete

GOAL 2: Develop capital use/needs plan for all district facilities and real estate.

Action Item	Status	Evidence
Evaluate existing district facilities	↑	<ul style="list-style-type: none"> • East El. Sold • Sunfield Sold • Clarksville sale pending • Property meetings held • Year-end survey developed • Appraisals of structures and property initiated
Develop a prioritized list of maintenance items within the district		<ul style="list-style-type: none"> • Initial list developed
Develop a comprehensive plan for building usage		<ul style="list-style-type: none"> • Several adjustments made • New Facilities Use Policy complete and in use

TARGET 4:

PERSONNEL

The Lakewood Public Schools will hire, develop, invest in and retain the most qualified staff for each position within the District, ensuring high quality services are provided to our students.

GOAL 1: Staff will be evaluated annually utilizing an effective, growth-focused tool to maintain teacher growth and high quality instruction.

Action Item	Status	Evidence
Implement new evaluation model		<ul style="list-style-type: none"> • COMPLETE • Conducting review of year; making adjustments as needed • Core 5D team establish and trained • 5D model implemented
Establish 2-year rollout model for new certified staff evaluation model		<ul style="list-style-type: none"> • All-staff 5D training – on-going thru 2017

GOAL 2: Establish and maintain a comprehensive, long-term staff professional development plan for all employees that is focused on meeting student needs.

Action Item	Status	Evidence
Develop a 3-year plan for professional development for certified staff members	↑	<ul style="list-style-type: none"> • New Teacher Academy launched • NTA first meeting held • Planning for 17-18 underway • Thinking Maps Training complete • PD surveys initiated; reviewed pending • Title IX
Develop a 3-year plan for professional development for administrative staff members		<ul style="list-style-type: none"> • Planning for 17-18 underway • 5D Tch Eval training complete • School ADvance Admin Eval training complete • Permission to Place; SPED • Title IX
Develop a 2-year plan for professional development for support staff members (para, bus, food service, etc.)		<ul style="list-style-type: none"> • Pre-planning for 17-18 • NCPI training complete

GOAL 3: Invest in our teachers by developing a long-term compensation model that rewards professional growth, performance and student achievement.

Action Item	Status	Evidence
Identify future collective bargaining targets	↑	<ul style="list-style-type: none"> • Discussions started for 18-19 contract year • Collaborative meetings with union leadership underway • Investigating IBB method for bargaining for future • Contract Reached 16/17-17/18 • Developing collaborative bargaining concept for 2017/18 • Identifying 3-5 year financial targets
Alternative compensation models will be explored		<ul style="list-style-type: none"> • TABLED

TARGET: 5

COMMUNICATION

The Lakewood Public Schools will maintain open, timely and appropriate communication with District stakeholders.

Goal 1: Create and roll out a district-wide marketing / rebranding plan highlighting district activities and student successes.

Action Item	Status	Evidence
Hire Directory of Marketing and Communications		<ul style="list-style-type: none"> • COMPLETE • Director started Sept. 2016
Develop and Implement New District Website		<ul style="list-style-type: none"> • COMPLETE • Updates being done
Launch Mobile App		<ul style="list-style-type: none"> • COMPLETE

		<ul style="list-style-type: none"> • Updates being done
Rebrand	↑	<ul style="list-style-type: none"> • ON-GOING PROJECTS <ul style="list-style-type: none"> ○ STEP; Drama; PBIS; Press • New District design complete • Various signage updated: high school; Circle of Excellence; Hall of Fame; Kindergarten Round Up, etc.
Develop 2-Year Marketing Plan		<ul style="list-style-type: none"> • Target project list for 17-19 underway • Needs assessment in-progress

Goal 2: Develop and implement a comprehensive communications plan which includes strategies and methods to engage students and parents regarding K-12 learning opportunities.

Action Item	Status	Evidence
K-4 Communication Enhancements	↑	<ul style="list-style-type: none"> • Office Newsletter started • Weekly news started • Weekly Facebook/Parent posts • LECC tool developed • Kindergarten Round-up registration retooled • Branding discussed • Communication tools explored • Internal signage being developed
Middle School Communication Enhancements	↑	<ul style="list-style-type: none"> • Office Newsletter started • Weekly news started • Weekly Facebook posts • Branding discussed • Communication tools explored • Internal signage being developed
High School Communication Enhancements	↑	<ul style="list-style-type: none"> • Office Newsletter started • Weekly news started • Weekly Facebook posts • Branding discussed • Communication tools explored • Internal signage being developed

TARGET 6: **BOARD RELATIONS**

The Lakewood Public Schools Board of Education will provide leadership for the district, keeping a focus on student achievement and growth.

GOAL 1: The board will conduct Superintendent evaluation a minimum of twice per year, formally in December.

Action Item	Status	Evidence
Establish Annual Evaluation Timeline		<ul style="list-style-type: none"> • COMPLETE • On-Going - Current eval underway • Timeline completed

GOAL 2: The Board will provide leadership, vision, and direction to the District by annually reviewing and updating its strategic plan.

Action Item	Status	Evidence
The Board will designate specific times for completing the visioning and goal-setting for the district.		<ul style="list-style-type: none"> • Retreat completed • Retreat date set
The Board will Monitor the Effectiveness of the Strategic Action Plan	↑	<ul style="list-style-type: none"> • 3 review times per year • Review cycle established • BOE updates set • Strategic Planning Committee implemented (full comt.)

GOAL 3: The board will review and adopt the board governance norms, annually in January

Action Item	Status	Evidence
The Board will continue to update and review Governance Norms on a regular basis		<ul style="list-style-type: none"> • COMPLETED • Norms review date voted on by BOE

GOAL 4: The board will evaluate its collective and individual performance, annually in July.

Action Item	Status	Evidence
Board will conduct a self-evaluation once per year and discuss it.		<ul style="list-style-type: none"> • COMPLETED • Self-evaluation conducted for 17-18; reviewed • New evaluation model adopted by BOE • Self-evaluation timeline developed

GOAL 5: The board will conduct ongoing professional development activities. All board members will complete either two MASB classes, one full day of MASB or another source of training.

Action Item	Status	Evidence
Provide professional development opportunities to Board		<ul style="list-style-type: none"> • PD for 17-18 COMPLETED <ul style="list-style-type: none"> ○ MASB ○ County • Board attended MASB evaluation training • Board attended annual MASB conference; reported out

Meet new requirements on professional development set by the State of Michigan		<ul style="list-style-type: none"> • COMPLETED
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GOAL 6: The Board will maintain and review written Policies and Procedures for the District.

Action Item	Status	Evidence
The Board will continue to update policy		<ul style="list-style-type: none"> • Workshop review of pertinent policies • Ad Hoc Policy Committee review cycle create • NEOLA review meetings established