



STRATEGIC PLAN

PROGRESS REPORT

**BOARD OF EDUCATION
NOVEMBER 13, 2023**

STRATEGIC PLAN

3-5 YEAR TARGETS & GOALS

OUR CORE VALUES

RESPECT. RESPONSIBILITY. SAFETY.
EXCELLENCE. TRUST. COMMUNITY.

VISION
As a community we will: Educate, Empower, and Equip our Students for Life

MISSION
Preparing Our Students for Success

PROMISE
Every Student. Every Class. Every Day.

Target 1 ACADEMICS

Lakewood Public Schools will provide all students with individualized high-quality education.

GOAL 1
Provide all students with a rigorous curriculum aligned to state and federal standards

GOAL 2
Use formative and summative assessments as student data to continuously improve curriculum, instruction, and identify academic support

GOAL 3
Develop Individual Learning Plans for students that expose them to careers from the earliest ages and prepare them for and provide access to post-secondary education to reach their career goals

Target 2 CULTURE & LEARNING

Lakewood Public Schools will promote a positive environment to develop a social and emotionally healthy culture.

GOAL 1
Continue to promote a culture of tolerance, dignity, and respect

GOAL 2
Ensure that student can identify a trusted adult and likewise, confirm that every student is personally known by at least one professional in his/her school

GOAL 3
Develop and implement a system of Positive Behavioral Interventions and Supports that provides students greater opportunity to consistently engage in learning

GOAL 4
Collaborate with community mental health, area medical providers, and neighboring universities, districts, and the IISD to leverage intellectual and monetary resources specific to trauma and mental health services Fund proposal.

Target 3 PERSONNEL & LEADERSHIP

Lakewood Public Schools will collaborate with staff to provide necessary resources and support.

GOAL 1
Support student well-being by recognizing and supporting staff well-being

GOAL 2
Develop a coordinated professional learning plan that includes additional time for teacher collaboration (e.g., to reflect, to inquire, to research, to implement, to evaluate) and is educator-driven whenever possible

GOAL 3
Develop partnerships with local colleges and universities to recruit and retain quality teachers

Target 4 COMMUNICATIONS & COMMUNITY ENGAGEMENT

Lakewood Public Schools will provide clear and consistent communication to engage all students, staff and community members.

GOAL 1
Provide resources necessary to maintain the district's commitment to high quality communications that educates and celebrates

GOAL 2
Implement common instructional and communications platforms across classrooms and schools

GOAL 3
Develop regular opportunities for students and staff to interact with parents and community members/leaders

Target 5 OPERATIONS

Lakewood Public Schools will fiscally and responsibly maintain and improve district-wide facilities while planning for future needs.

GOAL 1
Employ financial forecasting and internal controls to maintain annual budget surpluses

GOAL 2
Successfully pass a ballot initiative to provide financial resources to maintain (and expand) school facilities, instructional resources, and student programs

GOAL 3
Continue to improve district technology infrastructure and device reliability to support a 1-1 program that promotes instructional use and innovation

The Board of Education adopted the current strategic plan in December of 2020.

3-5 Year Targets

- 1. Academics.** Lakewood Public Schools will provide all students with individualized high-quality education.
- 2. Culture & Learning.** Lakewood Public Schools will promote a positive environment to develop a social and emotionally healthy culture.
- 3. Personnel & Leadership.** Lakewood Public Schools will collaborate with staff to provide necessary resources and support.
- 4. Communications & Community Engagement.** Lakewood Public Schools will provide clear and consistent communication to engage all students, staff and community members.
- 5. Operations.** Lakewood Public Schools will fiscally and responsibly maintain and improve district-wide facilities while planning for future needs.

The following report is an update on the progress with the Strategic Plan as of the Fall of 2023.

KEY

Color	Status
	Completed
	Implemented/Monitoring
	Good – On track/in-progress
	Warning—Watch point/initiated
	Alert—Off track/not started

TARGET 1: ACADEMICS

Lakewood Public Schools will provide all students with individualized high-quality education.

GOAL 1: Provide all students with a rigorous curriculum aligned to state and federal standards.

Action Item	Status	Evidence
Increase academic expectations at Lakewood High School		<ul style="list-style-type: none"> ● Require English 12 or AP English for senior English credit ● Eliminated Algebra III course and increased Algebra II full curriculum
On-going review of guaranteed and viable curriculum per grade level and department		<ul style="list-style-type: none"> ● Identified Essential Standards ● Created scope and sequence documents ● Use of common assessments ● Adoption and implementation of research-based programs through curricular cycle
Establish Professional Learning Community practices		<ul style="list-style-type: none"> ● Designated time is established for PLC meetings ● Every staff member is a part of PLC collaborative team ● Protocols for PLC teams to follow have been developed ● Develop SMART goals ● Use data to guide instruction ● Create dialogue between departments and administration
Develop a common understanding and belief among all staff regarding instruction		<ul style="list-style-type: none"> ● All students are capable of learning at high levels ● Development of common commitments ● Focus on student learning as opposed to teaching ● Use data to build SMART goals

		<ul style="list-style-type: none"> ● Training all staff on curricular initiatives (support staff/teachers)
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GOAL 2: Use formative assessments as student data to continuously improve curriculum, instruction, and identify academic support.

Action Item	Status	Evidence
Use student data to drive instruction, intervention, and extension		<ul style="list-style-type: none"> ● NWEA ● Aimsweb ● Common formative and summative assessments ● State assessments ● AP assessments
Curriculum review cycles		<ul style="list-style-type: none"> ● Follow our curriculum review map: study, review, adopt, and implement
Create, implement, and analyze common and formative assessments		<ul style="list-style-type: none"> ● Creation of a shared electronic space for common assessments and their analysis to improve curriculum and instruction (teaching & Learning cycle) ● Continual use of the “4 guiding questions” of PLC work ● Common semester assessments
Professional development for improving teachers’ facility with and collaboration on using common assessments		<ul style="list-style-type: none"> ● Monthly department meetings ● Monthly Building Leadership Team meetings ● Professional development agenda for collaboration

GOAL 3: Develop Individual Learning Plans for students that expose them to careers from the earliest ages and prepare them for and provide access to post-secondary education to reach their career goals.

Action Item	Status	Evidence
Educational Development Plans (MI terminology for Individual Learning Plans)		<ul style="list-style-type: none"> ● Initially developed in 7th grade (Xello is the platform)

		<ul style="list-style-type: none"> ● Revisited in 8th grade with focus on high school course selection matched to career interest(s) ● Annual spring review/revision in high school
Career Exploration		<ul style="list-style-type: none"> ● Eaton RESA visit in 8th grade ● Eaton RESA visit in 10th grade ● ICCC visit in 10th grade ● Career Fair ● College/University field trips ● Recruiters
Post-secondary experiences		<ul style="list-style-type: none"> ● CTE ● Work-based learning opportunities ● Job shadow

Target 1 Next Steps:

Goal 2: Use formative assessment as student data to continuously improve curriculum, instruction, and identify academic support.

- Formative assessment is the “idea” and the formative assessments are the “tools.” Focus on the assessment “for learning” versus “of learning.”
- Utilizing Aimsweb assessment data and progress monitoring data at the elementary level to make instructional shifts
- Align benchmark assessment tools

TARGET 2: Culture & Learning

Lakewood Public Schools will promote a positive environment to develop a social and emotionally healthy culture.

GOAL 1: Continue to promote a culture of tolerance, dignity, and respect.

Action Item	Status	Evidence
Social Emotional Learning Staffing (SEL)		<ul style="list-style-type: none"> ● LECC Behavioral Health Interventionist ● LECC Certified trauma coach ● LECC – SEL monthly lessons ● LES “Think Room” fully staffed ● LES, LMS, LHS comfort dogs

		<ul style="list-style-type: none"> ● The Right Door partnership for Outreach Services ● LHS full time social worker ● TRAILS – SEL program for all tiers of instruction
Positive student interaction opportunities		<ul style="list-style-type: none"> ● Counselor and social worker led peer groups ● SEL inclusion assemblies ● LHS Gay Straight Alliance ● TRAILS SEL program for all tiers of instruction
Student recognition		<ul style="list-style-type: none"> ● LECC/LES PBIS recognition ● LMS PRIDE student of the month recognition ● LHS Circle of Excellence ● LHS monthly celebrations of character ● End of the year award assemblies
On-boarding of new staff		<ul style="list-style-type: none"> ● Participation in Ionia County ISD New Teacher Network ● Grade level/Department PLCs ● Assigned mentors

GOAL 2: Ensure that students can identify a trusted adult and likewise, confirm that every student is personally known by at least one professional in his/her school.

Action Item	Status	Evidence
Identify trusted adult		<ul style="list-style-type: none"> ● LMS & LHS survey of students ● LMS & LHS assignment to students who did/could not identify a trusted adult ● Regular “check-in” through LHS ASPIRE time
Counseling/Social Work services		<ul style="list-style-type: none"> ● Identified at risk students assigned to school staff to address concerns and provide support
Conduct SRSS survey		<ul style="list-style-type: none"> ● SRSS spreadsheet by grade level

GOAL 3: Develop and implement a system of Positive Behavioral Interventions and Supports that provides students greater opportunity to consistently engage in learning.

Action Item	Status	Evidence
Staffing		<ul style="list-style-type: none"> ● Each building has a PBIS coach (Schedule B position) ● Training of new teachers in August ● Refresher/ongoing training/information at staff meetings and with annual district professional development ● Elementary and secondary MTSS Coordinator
Collection of PBIS data district-wide		<ul style="list-style-type: none"> ● Bullying/harassment data ● SWIS data ● Skyward discipline data ● Tiered Fidelity Inventory (TFI) ● SRSS/SSW
Create PBIS times during and after school		<ul style="list-style-type: none"> ● Individual building intervention schedules ● LHS ASPIRE time ● Tutoring opportunities ● Academic support class for at-risk students ● 5th grade PRIDE time for intervention and extension ● Implementation of behavior plans for at-risk students

GOAL 4: Collaborate with community mental health, area medical providers, and neighboring universities, district, and the IISD to leverage intellectual and monetary resources specific to trauma and mental health services.

Action Item	Status	Evidence
Ferris State University		<ul style="list-style-type: none"> ● Safe Talk suicide prevention training for LMS and LHS staff

STARR Commonwealth		<ul style="list-style-type: none"> ● LECC year 3 of 3 year plan ● LES year 1 of 3 year plan
Ionia County Intermediate School District		<ul style="list-style-type: none"> ● Trails social and emotional learning curriculum ● Suicide Prevention and Trauma Response Task Force
The Right Door		<ul style="list-style-type: none"> ● Outreach services

Target 2 Next Steps:

Goal 1: Hire a middle school counselor to provide SEL instruction during PRIDE time.

TARGET 3: Personnel & Leadership

Lakewood Public School will collaborate with staff to provide necessary resources and support.

GOAL 1: Support student well-being by recognizing and supporting staff well-being.

Action Item	Status	Evidence
Employee Assistance Program		<ul style="list-style-type: none"> ● Participation in MESSA Alliance Life Advisor Employee Assistance Program
Teacher (staff) appreciation week		<ul style="list-style-type: none"> ● Individual building appreciation breakfast/lunch (May) ● Building Admin and PTO ● Supply bar on opening day
Classroom recognition		<ul style="list-style-type: none"> ● Facebook ● Viking View ● Weekly school newsletters

GOAL 2: Develop a coordinated professional learning plan that includes additional time for teacher collaboration (e.g. to reflect, to inquire, to research, to implement, to evaluate) and is educator-driven whenever possible.

Action Item	Status	Evidence
District provided professional development		<ul style="list-style-type: none"> ● Planned and coordinated with Administrative Team and District Improvement Team
Google Level 1 Educator Certification		<ul style="list-style-type: none"> ● District financially supported training
Additional collaborative time in the district calendar		<ul style="list-style-type: none"> ● Devote a portion of district professional development time for teacher collaboration

		<ul style="list-style-type: none"> Use time within the contracted eighteen meetings for collaborative work
Teacher-led professional development lesson bank		<ul style="list-style-type: none"> Survey staff members to gather areas of expertise for initial development (after Covid) Math Recovery

GOAL 3: Develop partnerships with local colleges and universities to recruit and retain quality teachers.

Action Item	Status	Evidence
Recruit and retain quality teachers		<ul style="list-style-type: none"> Handshake Partnership with colleges/universities to recruit student teachers

Target 3 Next Steps:

- Goal 3: Develop partnerships with local colleges and universities to recruit and retain quality teachers.
 - Contact local colleges and universities to recruit student teachers.

TARGET 4: Communications & Community Engagement

Lakewood Public School will provide clear and consistent communication to engage all students, staff, and Community members.

GOAL 1: Provide resources necessary to maintain the district's communication to high quality communications that educates and celebrates.

Action Item	Status	Evidence
Contract for district communication services		<ul style="list-style-type: none"> Skyward student information system Skylert parent communication Sugaree Design Solutions (V. Behm): social media engagement, Viking View, consistent branding, Hall of Fame EPIC-MRA bind survey

GOAL 2: Implement common instruction and communication platforms across classroom and schools.

Action Item	Status	Evidence
Common instructional and communication platforms		<ul style="list-style-type: none"> Skyward

		<ul style="list-style-type: none"> ● Skylert ● Seesaw KS-2nd grade ● Razkids KS-2nd grade ● IXL Learning KS-8th ● Google Classroom 3-12 grade ● Studysync (ELA) 6th-12 grade ● Clever ● 5D+ teacher evaluation
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GOAL 3: Develop regular opportunities for students and staff to interact with parents and community members/leaders.

Action Item	Status	Evidence
Registration/Meet the Teacher/Open House		<ul style="list-style-type: none"> ● Scheduled and held as per the master agreement
Parent/Teacher conferences		<ul style="list-style-type: none"> ● Scheduled and held as per the master agreement
Guest speakers		<ul style="list-style-type: none"> ● LECC/LES March is Reading month events and celebrations ● Classroom activities
Community events		<ul style="list-style-type: none"> ● Veteran of the Game ● Hall of Fame ● Senior Celebration ● Athletic and theater events
Ballot proposal		<ul style="list-style-type: none"> ● Project Steering Committee ● Whitehall visit ● Community meetings/Board workshops

TARGET 5: Operations

Lakewood Public School will fiscally and responsibly maintain and improve district-wide facilities while planning for future needs.

Goal 1: Employ financial forecasting and internal control to maintain annual budget surpluses.

Action Item	Status	Evidence
Annual financial audit		<ul style="list-style-type: none"> ● Complete annual third-party financial audit

		<ul style="list-style-type: none"> ● Implement best practices by regularly issuing a RFP for audit services
District finance handbook		<ul style="list-style-type: none"> ● Guidelines and protocols for collection of money, deposits, and purchasing by staff
Seek competitive bids for whenever possible		<ul style="list-style-type: none"> ● Purchased services (lawncare, snow removal, etc.) ● Purchased equipment (buses, ovens, technology, etc.)
Budget and budget revisions		<ul style="list-style-type: none"> ● While financial variables are very volatile, each budget and budget revision projects a minimum of on year out beyond the current fiscal year

Goal 2: Successfully pass a ballot initiative to provide financial resources to maintain (and expand) school facilities, instruction resources, and student programs.

Action Item	Status	Evidence
Refinance existing bond debt		<ul style="list-style-type: none"> ● Achieved savings of 1.74M ● Provided opportunity to raise \$64M without raising the debt millage levy - November '22
Hire Architect/Construction Management Services (via competitive bid)		<ul style="list-style-type: none"> ●
Form Project Steering Committee		<ul style="list-style-type: none"> ● November '22: 22 members inclusive of four teacher, four community members, one board member, building principals and directors ● August '23: 20 members inclusive of 4 building teachers, three board members, Maintenance and Transportation Director and community members ● Updated Project Steering Committee Sept. 2023
Conduct community survey		<ul style="list-style-type: none"> ● EPIC-MRA

Scope of work – community meetings		<ul style="list-style-type: none"> ● General public ● Lakewood Chamber of Commerce ● Lakewood Athletic Association ● Woodland Women’s Study Group
Scope of work – steering committee recommendation		<ul style="list-style-type: none"> ● Initial recommendation Feb 28, 2022 ● Revised recommendation Apr. 25 or May 9th, 2022
Michigan Department of Treasury		<ul style="list-style-type: none"> ●
Election campaign		<ul style="list-style-type: none"> ● August – November, 2022 ● June-August, 2023 ● TBD
Election Day		<ul style="list-style-type: none"> ● November 8, 2022 ● August 8, 2023 ● TBD

Goal 3: Continue to improve district technology infrastructure and device reliability to support a 1:1 program that promotes instructional use and innovation.

Action Item	Status	Evidence
1:1 student device program		<ul style="list-style-type: none"> ● Implemented for the 21/22 school year ● Grades KS-2nd – IPADS ● Grades 3rd – 12 - Chromebooks
Student device insurance program		<ul style="list-style-type: none"> ● Implemented self-insured device program
Acceptable use agreement		<ul style="list-style-type: none"> ● Updated staff and student AUPs ● Implemented new AUPs through staff and student signature documents
Classroom/large space instructional technology		<ul style="list-style-type: none"> ● Classroom projectors replaced (done) ● Auditorium, cafeterias, gymnasium projectors replaced or newly installed
KnowBE4		<ul style="list-style-type: none"> ● Network security training and random staff assessments

Target 5 Next Steps:

Goal 2: Successfully pass a ballot initiative to provide financial resources to maintain (and expand) school facilities, instruction resources, and student programs.

- Hire architect/construction management service
- Create an election campaign

- Establish an election date