

Linden Community Schools

Strategic Plan

2010-2016

Mission:

Our Mission is to EDUCATE, nurture and develop ALL LEARNERS to be self-directed and to strive for EXCELLENCE with CONFIDENCE and INTEGRITY by working co-operatively with students, parents and the community.

Board Beliefs:

- We believe all people have the right to be treated with dignity and respect.
- We believe all people have the right to learn and work in a safe and orderly environment.
- We believe all students can learn.
- We believe high expectations promote high achievement.
- We believe the learning process is a responsibility shared by parents, community, students and the school.
- We believe self-worth and achievement are directly related.
- We believe the ability to communicate is vital to success.
- We believe learning is a lifelong process.
- We believe every person is unique and has the right to have their individual needs addressed.
- We believe motivation and achievement are directly related.

Strategic Planning Topics/Questions:

Our strategic planning process facilitated by the GISD took 18 small groups (over 150 people) consisting of staff and community members through 10 topics to discuss and capture data. Each group was able to get to between 3 to 5 questions, which gave us multiple responses to all questions.

1. What are the greatest strengths of the Linden Community School District?
2. What are the greatest challenges facing the Linden Community School District?
3. How can school personnel work with parents and community partners to increase student academic learning?
4. What additional educational and enrichment programs would you like the district to offer?
5. Given the current economic condition of our community and state, what changes should be made in the budget in order to meet district priorities?
6. What should Linden Community School District do to increase the academic success of all students?
7. What should be done to inform the regional community and potential new families of the merits of Linden Community Schools?
8. What do you most need or want from Linden Community Schools?
9. What can Linden Community Schools do to increase participation in extra curricular activities?
10. What facility improvements should be made district-wide?

Functional Areas of School Improvement:

We organized 850 individual group responses to the 10 topics/ questions the Board assembled to get an idea of where, as a district, we do well and where we need to

improve. We used 7 functional areas to organize the results and then prioritized them based off the number of responses each area received.

1. Academic Programs/Student Performance
2. Communication/Community & Customer Relations
3. Administration/Management
4. Budget/Cost Effectiveness
5. Technology
6. Facilities/Operations
7. Leadership/Governance

Goals / Objectives / Strategies / Indicators of Success / Timeline:

In the summer of 2010 the Board of Education set up a retreat in the summer of 2010 to develop goals and objectives based off the data. The intent was to give all staff the guidance needed to refine strategies, indicators of success, timelines, and activities to ensure the goals would be met. Administration submitted strategies, indicators of success, and timelines for Board approval. The activities were staff defined and approved to allow flexibility in meeting the needs at every layer.

Goals:

Community-Staff-Board Researched
Board Defined/Approved

Objectives:

Board Defined / Board Approved

Strategies, Indicators of Success, and Timelines:

Administratively Defined / Board Approved

Activities:

Staff Defined / Staff Approved

Goal 1: Continue to operate Linden Community Schools in a fiscally responsible manner.

Objective: Obtain a budget strategy (yearly budget goals) to return the fund equity to a level of 15% fund balance by the end of the 2014-15 budget year.

Goal 2: Optimize student achievement.

Objective: Show measurable improvement in all areas.

Goal 3: Implement a public advocacy process.

Objective: Influence local and state decision makers to reallocate school funding at the state level.

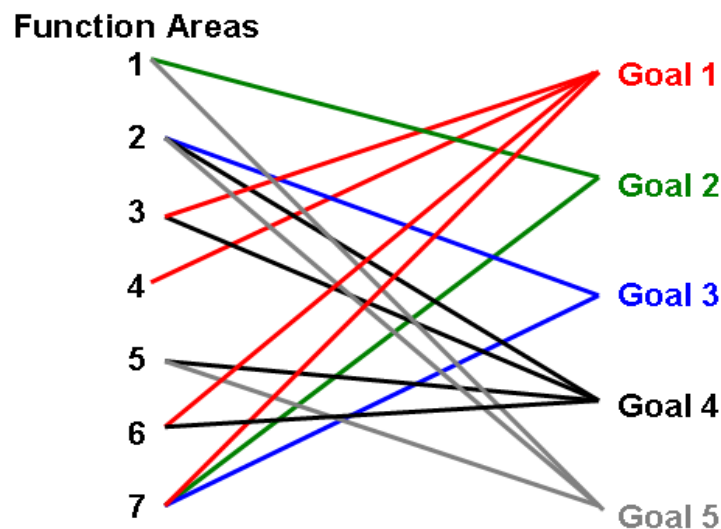
Goal 4: Define the communication expectations and needs of all stakeholders.

Objective: Improve direct communication with stakeholders.

Goal 5: Ensure technology benefits the district educationally and administratively.

Objective: Oversee the implementation of a district technology plan.

Functional Area and Strategic Plan Goals
Overlap Diagram



Goal 1: Continue to operate Linden Community Schools in a fiscally responsible manner.

Functional Area Alignment: 3. Administration/Management, 4. Budget/Cost Effectiveness, 6. Facilities/Operations, and 7. Leadership/Governance

Objective: Obtain a budget strategy (yearly budget goals) to return the fund equity to a level of 15% fund balance by the end of the 2014-15 budget year.

Strategies	K-12 Level	Indicators of Success	Timeline
Focus Area 1A: Reduce costs/expenses where possible	NA	-Board presentation on five-year projections for expense and revenue	Annually
Strategy 1A1: Maintain cost-savings initiatives	NA	-Budget Advisory Committee meetings and minutes shared	As Needed
Strategy 1A2: Look for new cost-savings initiatives	NA	-Building and Board presentations on budget updates and planning	No less than Quarterly
	NA	-Fund equity starts to grow each year	Annual
	NA	-Energy usage continue to decline	Bi-annually
Focus Area 1B: Increase district revenue	NA	-Facilities continue to be healthy, safe, and provide a welcoming learning environment	Ongoing
Strategy 1B1: Target academic and social student retention initiatives to maintain current students	NA	-Increased media attention/district publications to the good things happening in LCS	Ongoing
Strategy 1B2: Look for ways to maintain and attract students/families to Linden Community Schools	NA	-District student count starts to grow	Bi-annually
	NA	-School funding becomes less volatile	Annually
Strategy 1B3: Advocate to legislators to promote adequate school funding	6-12	-Alternative educational settings become available within the district	Tri-annually
	NA	-District PAC online	Ongoing
Strategy 1B4: Increase revenue opportunities for the district such as grant writing, partnerships with universities, etc.	NA	-District receives grants from outside sources	Ongoing

Goal 2: Optimize student achievement.

Functional Area Alignment: 1. Academic Programs/Student Performance and 7. Leadership/Governance.

Objective: Show measurable improvement in all areas.

Strategies	K-12 Level	Indicators of Success	Timeline	
<p>Focus Area 2A: Implement district-wide academic and resource programs to meet the diverse needs of all students</p> <p>Strategy 2A1: Monitor current AP courses and implement new AP courses as identified by staff and students</p> <p>Strategy 2A2: Implement extra curricular programs such as Kids Empowered = Youth Success (KEYS)</p> <p>Strategy 2A3: Implement the Linden Advancement Academy (LAA) to meet the needs of at-risk HS students</p> <p>Strategy 2A4: Ensure students understand and are prepared for life after high school</p> <p>Strategy 2A5: Provide diverse delivery systems for students</p>	9-12	AP course enrollment remains high	Ongoing	
	9-12	AP course participating continues to reflect well on AP exams	Annually	
	K-8	After/Before school programming continues (K-5)/initiated (6-8) with good student participation	Annually	
	9-12	LAA enrolment and success rate continue to grow/improve	Tri-annually	
	8-12	EDP process and senior exit presentations	As needed	
	K-12	Pilot programs are regularly brought to the Board as appropriate	Ongoing	
	9-12	On-line, GenNET, Dual Enrollment, content learning software, etc. courses are offered		
	<p>Focus Area 2B: Implement district-wide Response to Intervention (Rtl)</p>			
	K-8	Assessment data tracked and reviewed for student growth and areas to focus	Ongoing	
	K-8	Rtl programs active in each building	Ongoing	

<p>Strategy 2B3: Extended day learning such as before/after school computer lab, on-line classes and tutoring</p>	<p>K-12</p>	<p>K-12 summer school programmed to meet individual needs</p>	<p>Annually</p>
<p>Focus Area 2C: Implement a district-wide Positive Behavior Support (PBS) system</p> <p>Strategy 2C1: Implement district wide data collection of student behaviors</p> <p>Strategy 2C2: Implement PBS framework for the classroom and as a school wide approach</p> <p>Strategy 2C3: Implement social skills groups to meet the needs of the students</p> <p>Strategy 2C4: Utilize social workers for guidance and training staff in behavior intervention plans</p>	<p>9-12</p>	<p>Credit recovery programmed to meet curriculum needs</p>	<p>Tri-annually</p>
<p>Focus Area 2D: Implement district-wide Professional Learning Communities (PLCs)</p> <p>Strategy 2D1: District staff will participate in professional development on developing data teams, creating assessments; curriculum development, and data mining</p>	<p>K-12</p>	<p>Student behavior data is tracked in the SPM system</p>	<p>Ongoing</p>
	<p>K-12</p>	<p>Student discipline issues are reduced</p>	<p>Annually</p>
	<p>K-12</p>	<p>Building atmosphere is positive and proactive towards bully issues</p>	<p>Ongoing</p>
	<p>K-12</p>	<p>Social skills & peer mentoring groups are held regularly</p>	<p>Ongoing</p>
	<p>K-12</p>	<p>Individual students receive increased levels of support behaviorally</p>	<p>Ongoing</p>
	<p>K-12</p>	<p>School-wide assemblies targeting appropriate social and behavior issues</p>	<p>Ongoing</p>

<p>Strategy 2D2: All committees and learning teams will establish a mission, vision, values and goals aligned to the district's strategic plan</p> <p>Focus Area 2E: Implement a district-wide common shared language initiative in all academic areas</p> <p>Strategy 2E1: District staff will participate in professional development in implementing research-based instructional strategies</p> <p>Strategy 2E2: Administrators will communicate a common shared vision for school improvement aligned to the district's strategic plan</p> <p>Focus Area 2F: Implement district-wide standards-based grading practices</p> <p>Strategy 2F1: Common summative assessments aligned to standards will be developed and implemented</p> <p>Strategy 2F2: Departments and grade level teams will analyze assessment results utilizing Exam View focusing on the standards with respect to student proficiencies</p> <p>Strategy 2F3: Departments and grade level teams will utilize assessment results and analyze standards across curriculum maps to discuss map areas needing revision based on student results</p>	6-12	Curriculum pacing guides created, implemented, and reviewed	Annually
	K-12	Committee agendas and minutes are published	Ongoing
	PreK-12	Student resources in our educational system, such as anchor charts, will have vertical common language	Ongoing
	K-12	Teachers will utilize common assessments and rubrics as a part of their overall assessments	Tri-annually
	K-12	BSICs will report building-level plans at DSIC meetings	Bi-annually
	K-12	Instructional strategies are used vertically and across curriculum	Ongoing
	K-12	District assessments created and reviewed	As needed
	K-12	Common trimester cumulative or summative unit assessments taken by all students	Tri-annually
	K-12	Learning teams will use assessment results to improve/align curriculum	As needed

Goal 3: Implement a public advocacy process.

Functional Area Alignment: 2. Communication/Community & Customer Relations and 7. Leadership/Governance.

Objective: Influence local and state decision makers to reallocate school funding at the state level.

Strategies	K-12 Level	Indicators of Success	Timeline
Focus Area 3A: Effect those things within our influence	NA	School budget and funding practices are presented to community groups	As available
Strategy 3A1: Advocate at the community and state level for school finance reform	NA	Budget and funding presentations receive media attention	As available
Strategy 3A2: Educate public on issues with current state funding model	NA	Political venues with local and state legislators are attended to advocate for school finance reform	As available
Strategy 3A3: Attend organized legislator interactions in and around community	NA	School budget models and funding forecasts are shared through district website	Ongoing
Strategy 3A4: Increase awareness of state funding model for Michigan public schools	NA	Local Political Action Committee (PAC) initiated through email for "hot" school funding House and Senate Bills	Ongoing
Strategy 3A5: Ensure the Board is up to date on politically-charged educational issues	NA	Board and PAC are aware of current state and federal legislative bills on educational issues	As available
	NA	Superintendent updates all staff on budget, PAC, curriculum issues, and Board meeting agendas... including goals and tasks	Monthly

Goal 4: Define the communication expectations and needs of all stakeholders.

Functional Area Alignment: 2. Communication/Community & Customer Relations, 3. Administration/Management, 5. Technology, and 6. Facilities/Operations

Objective: Improve direct communication with stakeholders.

Strategies	K-12 Level	Indicators of Success	Timeline
<p>Focus Area 4A: Improve awareness of communication needs</p> <p>Strategy 4A1: Conduct internal and external surveys to gauge strengths and weaknesses of communications</p> <p>Strategy 4A2: Ensure parents are aware of, have training opportunities for, and staff facilitates good communication and collaboration</p>	NA	Survey results demonstrate increased awareness and use of on-line means of communication	Annually
<p>Focus Area 4B: Increase methods to advertise/showcase Linden Community Schools</p> <p>Strategy 4B1: Direct expectations for communications procedures</p> <p>Strategy 4B2: Advertise/Showcase Linden Community Schools</p> <p>Strategy 4B3: Provide consistency in all buildings for a common calendar and a warm, caring, and positive environment</p> <p>Strategy 4B4: Provide better communication and access for students, parents, and community using technology</p>	NA	<p>District published pamphlets – (ie- curriculum guides, points of pride, realtor handouts, etc.)</p> <p>District and building programs are accurately highlighted at Board meetings</p> <p>District and building programs are positively highlighted in the local media</p> <p>Survey results reflect positive/proactive building/district climate pertaining to communications</p>	<p>Ongoing</p> <p>Monthly</p> <p>Monthly</p> <p>Ongoing</p> <p>Annually</p> <p>Ongoing</p>

<p>Strategy 4B5: Communicate the improvements to energy efficiency and recycling throughout the district</p> <p>Strategy 4B6: Look for ways to maintain and attract students to the district</p>			
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Goal 5: Ensure technology benefits the district educationally and administratively.

Functional Area Alignment: 1. Academic Programs/Student Performance, 2. Communication/Community & Customer Relations and 5. Technology

Objective: Oversee the implementation of a district technology plan.

Strategies	K-12 Level	Indicators of Success	Timeline
Focus Area 5A: Increase cost effectiveness and efficiency using technology to facilitate increased ability to store and access data Strategy 5A1: Linden Community Schools provides cost effective, web-based instructional technology and programs for all stakeholders Strategy 5A2: Focus on professional development in technology to support the effectiveness and efficiency with existing and new applications	NA	Technology used to enhance communication with staff, students, parents and community	Ongoing
	NA	Classroom, team or department web pages increase/improve	As trained
Focus Area 5B: Identify and integrate technology and data management/analysis skills that support the curriculum Strategy 5B1: District Curriculum Council will strengthen the implementation of technology in the curriculum development and assessment process Strategy 5B2: Provide professional development on the skills staff members need and in the context to the curriculum they teach	NA	District-wide wireless high-speed internet access implemented	2010-11
	NA	Increased staff and parent use of electronic communication tools	Ongoing
	NA	Building technology teams will request professional development for training	Annually
	NA	Increase level of educational content delivered in flexible digital formats	Annually
	NA	Electronic supplemental instructional resources and online tutoring available for students	As available
	NA	Online grading and reporting systems available	As available