

# Introduction

The district embarked into a new strategic plan cycle beginning this past February. Five separate planning meetings were held with twenty-five individuals representing the school, parents and general community. The following is an outline of our new mission, vision, goal areas and strategies. We look forward to using this plan as a road map to continuous improvement!

# Our History

For over 120 years Harbor Spring Public Schools has been providing excellent educational services and programs for students and families for the greater area of Harbor Springs. From its inception, education at Harbor Springs Public Schools has been shaped by these strong core values and beliefs:

- Each child is unique and must be treated with dignity.
- Parent involvement is valued and expected.
- Educators inspire a quest for learning.
- Students are engaged in rigorous curricula.

Today Harbor Springs Public Schools continues to maintain its reputation as one of the highest respected school districts in northern Michigan. Maintaining and building on that reputation requires careful planning and forward thinking. Included in this document is our Strategic Plan for the 2006–2009 school years. This document reviews our new Mission, Vision and Values statements and captures the reality that our graduates must be culturally competent and technologically savvy. This Strategic Plan requires the best efforts of all stakeholders to fulfill its promise for our students.

We invite you to be a part of our future.

# **Harbor Springs Public Schools**

## **Long-Term Strategic Planning Update January – April 2006**

### **District Mission Statement**

The Harbor Springs Public Schools are committed to providing a positive learning environment and a purposeful, diversified educational program designed to require that all students develop and demonstrate the skills necessary to be life-long learners and productive citizens.

### **Vision Statement**

To be known for excellence in education the Harbor Springs Public Schools will:

1. Partner with our community
2. Provide high quality academics
3. Feature premier arts, sports, and other extra curricular activities
4. Aggressively prepare students for their futures
5. Challenge students to perform to their highest capacity

### **Guiding Principles/Core Values**

1. Consider student success first in all decisions
2. Be a great place for teaching and learning
3. Demonstrate a passionate and competitive spirit
4. Build lasting, positive relationships
5. Provide a physically and emotionally safe environment
6. Show respect at all times
7. Learn and grow together through our challenges and conflicts
8. Practice accountability and responsibility
9. Develop caring and generous citizens who serve others

# Goals and Strategies

## Goal One:

Draft updated 2/20/07

**Achievement: “All students will demonstrate high achievement and be prepared to think, adapt and change in an evolving world.”**

After implementing our plan, the following **Success Indicators** that will show we are meeting our Achievement Goal:

1. Students will demonstrate high academic achievement on local, state and national tests.
2. HSPS will consistently rank competitively when comparing state and national assessment results with similar district peers.
3. The district’s curriculum will be well sequenced and articulated for instructors, as well as student and parent review.
4. Our curriculum and instruction will strongly perceived by students, parents and community members for the new national and world economy.
5. HSPS will have a strong reputation for preparing graduates for post-secondary training including four-year universities, 2-year colleges and vocational programs.

Ways we will **Measure Success** toward the Achievement Goal:

- A. We will decrease the number of students scoring in category 3 and 4 (non-proficient categories) on the annual MEAP assessment by 5% in each of the 28 test categories.
- B. All identified sub groups (gender, special education and low income) will perform at or above the same level as the general population. Data will be disaggregated to demonstrate quality and equity.
- C. Each student in Grades K-5 will achieve a minimum of one year’s growth on both the literacy and math profiles.
- D. Each student in Grades 3-10 will achieve a minimum of one year’s growth as measured by the nationally normed Northwest Assessment Test.
- E. MME (Michigan Merit Exam): All high school students will be expected to score 18 on the ACT plus writing and Work Keys Spring test (Michigan Merit Exam).
- F. All high school students will be expected to pass the MME portions of the test with level 1 and 2 scores.
- G. A 2% increase in student performance on both the ACT and MME will be demonstrated annually.

### **Strategies in accomplishing the Achievement Goal:**

#### Strategy One

We will complete a comprehensive and detailed curriculum alignment map for each academic and curricular area.

Key Action Plan Steps	Timeline	Resources Needed
1. Complete final year’s activities of <u>K-12 ELA mapping work</u> .	Complete March 07	
2. Coordinate <u>specific transition meetings</u> between 5 <sup>th</sup> /6 <sup>th</sup> and 8 <sup>th</sup> /9 <sup>th</sup> grade teachers in all four core subjects.	Fall & Spring	School Business Days
3. <u>Restructure high school courses</u> to comply with new state course content expectations.	2006-07 School Year	

4. Coordinate <u>K-12 content area meetings in social studies and science</u> after the new state content expectations are released.	Quarterly	School Business Days
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## Strategy Two

We will develop and utilize multiple measures to analyze and evaluate and improve student learning curriculum and instruction.

Key Action Plan Plans	Timeline	Resources Needed
1. Solicit the <u>assistance of a respected data consultant</u> to advise and counsel the district.	August 2006	Susan Leddick facilitated an inservice workshop Aug 25-26
2. Develop individual building, grade level and teacher annual work plans.	Aug/Sept 2006	
3. Update Scope and Sequence Charts - each sub area will be distributed and completed by each grade level.	Fall 2007	
4. Review <u>item analysis from 05-06 and 06-07 MEAP test results</u> . Adjust curriculum and instruction in identified work areas. A. <u>MEAP Analysis Work Plan</u>	Spring & Fall 2006	
a. Complete and distribute MEAP analysis sheets for each of the 28 test areas.	Feb. 07	
b. Designated Grade Level or Content Area instructors complete the analysis and action step portion by March 1.	Feb-June 07	
c. Appropriate grade levels and instructors implement “instructional issues” changes from March-June.	Feb-June 07	
d. Principals coordinate the changes for “curricular issues” specific changes.	March 07	
5. <u>Effectively implement the newly adopted NWEA assessments</u> in Grades 3-10 in math, language usage, reading and science. A. <u>2006-07 NWEA Assessment Work Plan</u>	Fall 2007	Computer Labs, Proctors, Tech Support
a. Facilitate the initial fall testing in all focus areas (Math, Language Usage, Reading & Science) in grades 6-10.	Sept-Oct 06	
b. Student, class and grade level analysis data will be distributed and reviewed by all instructors in grades 5-10. Performance target sheets will be completed.	Nov 06	
c. Instructors will complete improvement plans in each area of systemic concern (Punctuation/Caps, Grammar, Spelling, Word Study, Writing Process, Measurement, Numbers, Operations and Geometry). Plans will include the following:		
• 4-8 Strategies	Feb-March	

<ul style="list-style-type: none"> <li>• Implementation dates</li> <li>• Identified units of study</li> <li>• Monitoring dates</li> </ul> <p>d. Gender analysis sheets will be completed and distributed.</p> <p>e. Instructors will analyze the RIT range skills and instructional levels and identify any gaps between the curriculum.</p>	07 Nov 06  Feb-March 07	
6. <u>Implement recommended changes in high school course expectations</u> from the ACT College Readiness Report.	Fall 2007	
7. Continue to develop customized grade level and <u>course assessments in each content area.</u> A. <u>Course and Grade Level Assessment Development Plan</u> a. Grades 2-5 develop trimester exams (each 12 weeks) to be implemented at the end of the second trimester. b. Secondary instructors develop semester exams. c. Training is provided both in use of the C.P.S. Touch Pad assessment and the ExamView test bank systems. d. Assessment results are added to the grades 2-5 Literacy and Math Profiles.	Ongoing      Nov 06	Utilize new CPS Testing and ExamView systems.
8. Develop and utilize Math and Literacy Profiles incorporating all relevant data in grades K-5. A. <u>Math and Literacy Profile Development Plan</u> a. Incorporate key assessments from updated K-12 Assessment Plan. b. Determine the number of annual grade level content assessments and document results in profile. c. Establish a system of passing profile instruction to the next grade.		

### Strategy Three

We will provide the structures and support of a professional learning community for our faculty and staff.

Key Action Plan Steps	Timeline	Resources Needed
1. Create content/grade level alliances within the local intermediate school.	Pending	
2. Establish an ongoing relationship with a consultant to support continuous improvement in assessment/instruction.	August 2006	
3. Utilize the common planning time provided by the new elementary and middle school schedules.	Ongoing	

4. Research and find similar/like districts to participate in benchmarking (comparing achievement results, programs and instructional approaches).	Pending	
5. Ensure P.D. activities comply with state guidelines regarding six professional development days.	Ongoing documentation	

## Strategy Four

We will work to create and customize an environment conducive to effective teaching and learning within each building.

Key Action Plan Steps	Timeline	Resources Needed
1. Support and utilize the <u>current common planning structures</u> in place (M.S. and Elementary)	Ongoing	
2. Continue to define, refine and <u>enhance the Steering Committee's role</u> in leading the district in teaching and learning issues.	Ongoing	
3. Continue to effectively implement <u>effective and researched-based staff/student interactive models</u> . <ul style="list-style-type: none"> <li>a. Continue to infuse the Response Ability Pathways (RAP) into the culture and framework of the high school (promoting Belonging, Mastery, Independence and Generosity).</li> <li>b. Continue to expand the Life Space Crisis Intervention Training.</li> </ul>		
4. Develop and expand our <u>initiatives to better partner with the Little Traverse Bay Band of Odawa Tribe</u> . <ul style="list-style-type: none"> <li>a. Continue the "Making Connections Anishinaabek Presentation" for each individual faculty.</li> <li>b. Implement the Planned Anishinaabemowin Curriculum Course at the high school for the fall of 2007.</li> </ul>	Aug/Sept 2006	
5. Effectively implement a <u>Safety/Security Plan</u> in each building.		
6. Continue to develop and support <u>academic and co-curricular after school club and activities</u> that endorse the daily core academic program.	Ongoing	

# Goal Two:

**Community Involvement: “We will build and sustain community and parent involvement, pride, support, positive relationships and allegiance for our schools.”**

**After implementing our plan, the following Success Indicators that will show we are meeting our Community Involvement Goal:**

- A. Each of our buildings will be known for being positive, inviting and friendly places to visit and volunteer.
- B. Our facilities will be regularly available and utilized by the general public.
- C. Parents and community members will actively participate in district committees.
- D. There are numerous opportunities to volunteer in each building and in extra-curricular programs.
- E. The positive connection with the community will be, in part, a result of the positive interpersonal relationships between faculty, staff, administration and board.

**Ways we will Measure Success towards achieving our Community Involvement Goal:**

- A. *“We will experience an average of 90% of parent participation at fall and winter conferences.”*
- B. *“80% of parents who have access to the Internet will, on a weekly basis, monitor their child’s academic progress.”*
- C. *“We will obtain an approval rating from a community survey at above the regional Gallup data.”*

## **Strategies in Accomplishing the Community Involvement Goal:**

Key Action Plan Steps	Timeline	Resources Needed
1. Evaluate and <u>enhance the current structures and mechanisms for involving parents</u> and community members. Action Plan Steps: <ul style="list-style-type: none"> <li>• Develop a common fund-raising calendar which includes both school and community groups.</li> <li>• Develop an annual event (expo, fair, etc.) which would be an opportunity for non-parent community members to select volunteering opportunities.</li> </ul>		
2. Partner with community entities in developing a <u>centralized group for coordinating the community’s numerous recreation programs.</u>		
3. Develop a resource document for parents and community members, which details the variety community recreational and cultural activities available.		

# Goal Three:

**Financial Stability: “As responsible stewards, we will manage our physical and financial resources to support teaching and learning.”**

After implementing our plan, the following **Success Indicators** will show we are meeting our **Financial Stability Goal**:

- A. HSPS annually operates within its means.
- B. HSPS will work to maintain its essential priorities of varied course **offerings** and maintaining optimal class sizes.
- C. The general public is confident that HSPS is being good stewards of its tax dollars.

Ways we will **Measure Success** toward the **Financial Stability**:

- A. *“The district will maintain a minimum of \_\_\_\_% in its Fund Balance.”*
- B. *“The district will receive a positive audit report at the conclusion of each fiscal year.”*

## **Strategies in Accomplishing the Financial Stability Goal:**

Key Action Plan Steps	Timeline	Resources Needed
1. We will establish <u>processes and mechanisms for prudent and wise fiscal management</u> . Action Plan Steps: <ul style="list-style-type: none"> <li>• Facilitate an annual multi-year financial forecast that includes a detailed analysis of projected revenues and expenditures.</li> <li>• Establish and adhere to the identified priorities should program reduction become necessary.</li> </ul>	March Annually	
2. We will research <u>alternate sources of regular funding</u> to supplement the state’s Foundation Allowance. Action Plan Steps: <ul style="list-style-type: none"> <li>• Investigate/research the advantages of a Building and Site Sinking Fund Millage.</li> </ul>	May 2007 Election	Program, Booster & Community Meetings
3. We will initiate <u>long-term cost containment measures</u> to ensure the balance of expenditures and revenues. Action Plan Steps: <ul style="list-style-type: none"> <li>• We will research and implement operational cost sharing approaches with the ISD and neighboring districts.</li> </ul>	Ongoing	