



Ovid-Elsie Area Schools

Strategic Plan Summary Document 2026-2031

Mission Statement

We provide the resources and opportunities to empower our students, staff, and community to grow without limits.





Letter from Board President and Superintendent

2026-2031 Strategic Plan: Participants Help Shape the Vision and Targets for the Future of Ovid-Elsie Area Schools.

This document contains the 2026-2031 Ovid-Elsie Area Schools Strategic Plan. We're excited about this plan and the possibilities it provides for our students, parents/guardians and community to enhance education at Ovid-Elsie Area Schools.

Eight community, parent/guardian and staff forums and an electronic survey resulted in **192** people providing input for the planning process. A Strategic Planning Team of 42 community members, parents/guardians, staff and alumni participated in an all-day planning retreat on March 21, 2026.

Throughout the planning process the community and staff expressed high expectations that Ovid-Elsie Area Schools could become the "school of choice" in the area. The targets developed reflect the desire to embrace our mission and enhance the school system.

The following themes emerged from this process:

1. The future growth and success of the district requires support from students, families, staff, board, and community.
2. The District must proactively engage students, families, staff, community, businesses, and citizens around common targets and strategies to significantly improve academic achievement and address the needs of each student.

Our Strategic Planning Team and Administration Team worked to develop the targets. We look forward to continuing to work in partnership with all sectors of our community to implement these targets and strategies.

Brooke Wooley, Board of Education President

Mark Horak, Superintendent





Introduction

Strategic Planning is the process of determining where an organization wants to be at some point in the future, and how it will get there. In the current environment where schools are challenged to do more each year, planning for the future is more important than ever. An effective strategic planning process results in stakeholders focusing on critical priorities that will meet the mission of a quality educational program for all students.

In October 2025, the Ovid-Elsie Area Schools Superintendent and the Board of Education made a commitment to create a three to five-year strategic plan. The School Board created a partnership with the Michigan Association of School Boards to serve as facilitators for this project. The district, under the leadership of the Board of Education President and Superintendent, completed a process that was data-driven, inclusive of district input and focused on the priorities that will help the district succeed.

There were several criteria relative to the strategic planning process established by the School Board and the leadership team:

The process must be inclusive where all stakeholders have an opportunity to provide structured input.

- The School Board must be an integral part of the process, providing input, support, and commitment.
- There must be clarity in the respective roles of the School Board, administrators, staff, parents/guardians and community.
- There is alignment between the strategic planning process, current strategic initiatives, and critical issues facing the district.
- Timelines, responsibilities and reporting schedules must be built into the planning processes.
- There must be ongoing communication about the planning process with all internal and external stakeholders.

This strategic plan is a living document. It will serve as a ‘road map’ to future planning, resource allocation, staff development and decision-making over the next several years.

As part of the planning process, the mission statement, vision statement and belief statements were developed. Based on qualitative and quantitative data and utilizing the mission and belief statements; strategic goals and objectives were developed. Regular monitoring of progress and renewal is critical to the plan’s success.



The Strategic Plan Process

This overview describes the planning process, including the survey, data analysis, planning team roles and responsibilities, and timelines.

Stakeholder Input

Input from students, parents/guardians, community and staff were gathered through a comprehensive electronic survey as well as a series of community, student and staff forums. The community engagement process was conducted to:

- Identify and assess strengths
- Gauge values and perceptions of the community
- Provide an opportunity for input
- Identify areas for improvement
- Gather data to use as a decision-making tool
- Develop communication plans and tools

The response rate of 192 indicates that the school community cares about the future of the district and desires to engage in the process of creating the future (see Attachment 1 for summary).



Local Area and School Demographic Data

An analysis of district demographics and quantitative data was completed. The analysis included demographic, enrollment, educational, financial and personnel trends over the previous five years, 2020-2025, as applicable, in comparison with districts selected by the Board and Administration and state averages, where available (see Attachment 2 for the data analysis summary). The reference districts used for Ovid-Elsie Area Schools were Elkton-Pigeon-Bay Port Laker Schools (Huron), Manistee Area Public Schools (Manistee), Onsted Community Schools (Lenawee), Ravenna Public Schools (Muskegon), Stockbridge Community Schools (Ingham).

Strategic Planning Team

A Strategic Planning Team was formed to take a primary role in developing the strategic plan. The team consisting of 42 parents/guardians, community members, board members, alumni and staff members, were selected with input from the Board of Education and administration. The team participated in a retreat workshop to develop a mission statement, vision, beliefs, and strategic targets. During the retreat, the team reviewed and discussed relevant quantitative and qualitative data as essential elements in the formation of target statements and objectives contained in this document (see team members on page 6).

Through this strategic planning process, the Ovid-Elsie Area Schools Board of Education, Administration, Staff, and Community have illustrated a high level of care for the school, the community, and the students.

—Penny Kentish McWilliams, MASB Facilitator





Ryan Bancroft	Felicia Gingrich *	Katie Kusnier *	Rodney Palatka	Kyle Thornton
Jeanae Birchmeier	Charlie Green	Stephanie Levey	Jeremy Palus	Jason Tokar *
Dana Blank	Sue Greer	Mike Loynes	Rachelle Parsons *	Becky Williams
Nathan Covert	Mark Horak *	Crystal Loynes	Carla Perrien	Kory Witt
Dan Davenport *	Melissa Jones *	Shaun McKinney *	Sam Sicilia *	Brooke Wooley
Jenny Fabus	Kelsey Kioski	Stephenie Moore	Cody Staley *	Rebecca Zuniga
Peter Faziani	Connie Kioski	Kevin Nash	Caleb Stewart	Amber Foster
Jason Freeman	Scott Koenigs knecht	Joe Ondrusek	Tony Strachota	Brian Powell
Amanda Fruchey *	Katie Kolp	Tim Ormsbee *	Mary Thompson	

Attended both the retreat
and implementation
meetings *

44 DEDICATED PARTICIPANTS





Retreat Workshop

A retreat workshop was held on March 21, 2026. The workshop included:

- An overview of the strategic planning process and timelines
- Superintendent report of current and planned initiatives
- An analysis of demographic, quantitative and qualitative data
- A review and renewal of the vision, mission and belief statements
- The establishment of strategic target areas and key objectives
- Assignment of planning team leaders to develop action plans for each goal and objective, including responsibilities, timelines and measurements

Ovid-Elsie Area Schools 2026-2031 Strategic Plan Vision Statement:

Describes what you want to happen in the long term. It's a statement about your hopes and expectations for the future. The vision statement below was validated during the Strategic Planning Team Retreat Workshop:

The Vision of Ovid-Elsie Area Schools...

Every student is knowledgeable and prepared to navigate the challenges of tomorrow.





Mission Statement:

Establishes, in the broadest terms, the purpose of a school district. It should answer the question “What ultimate end will the district pursue and in the broadest sense, how?” The following mission statement was developed during the Strategic Planning Team Retreat Workshop:

We provide the resources and opportunities to empower our students, staff, and community to grow without limits.

Beliefs: The basic beliefs/core values of the district—those things that we believe of utmost importance, providing guidance for how we behave and relate to others. The following beliefs were developed during the Strategic Planning Team Retreat Workshop:

At Ovid-Elsie Area Schools, we believe:

- all students can learn and succeed.
- strong relationships between students, staff, families, and community are the foundation to student success.
- all students deserve access to the tools and resources to help them learn and succeed.
- success is earned through hard work.
- through collaboration and engagement among students, staff, families, and the community we impact and drive meaningful growth.





2026-2031 Strategic Targets:

Strategic Targets:

Areas of priority importance in which the district will focus their work on over the next five years.

Strategic targets achieve the organization's vision, mission and beliefs.

Objectives are SMART—**S**pecific, **M**easurable, **A**chievable, **R**elevant and **T**imely

The following target statements and specific objectives were developed during the Strategic Planning Team Retreat and Implementation Workshops: (Refer to Attachments 3-6)

The target areas are categorized below:

2026-2031 Target Areas

- Academics and Programs
- Learning Environment and Culture
- Communications and Community Engagement
- Finance and Operations
- Personnel





Ovid-Elsie Area Schools

TARGET STATEMENTS WITH FIRST YEAR OBJECTIVES

TARGET AREA 1:

Academics and Programs

STRATEGIC TARGET STATEMENT:

Ovid-Elsie Area Schools will offer high-quality academic instruction and enriching extra-curricular experiences that engage students, promote collaboration, and inspire a passion for lifelong learning.

Priority Objectives:

1. Strengthen student achievement through a K-12 aligned curriculum
2. Implement a K-12 Multi-Tiered Systems of Support (MTSS) framework to support all students academic and behavioral needs
3. Provide a variety of opportunities and programming to meet the needs of our students
4. Integrate life skills to support real world success



Ovid-Elsie Area Schools

TARGET STATEMENTS WITH FIRST YEAR OBJECTIVES

TARGET AREA 2:

Learning Environment and Culture

STRATEGIC TARGET STATEMENT:

Ovid-Elsie Area Schools will provide a caring environment that embraces all perspectives and develops confidence.

Priority Objectives:

1. Implement a K-12 character building curriculum
2. Celebrate student and staff success
3. Strengthen Positive Behavior Intervention & Supports (PBIS) implementation districtwide



Ovid-Elsie Area Schools

TARGET STATEMENTS WITH FIRST YEAR OBJECTIVES

TARGET AREA 3:

Communications and Community Engagement

STRATEGIC TARGET STATEMENT:

Ovid-Elsie Area Schools will cultivate partnership opportunities that grow community engagement through communication.

Priority Objectives:

1. Create a reliable feedback loop between school and community
2. Consolidate tools into a unified communication system
3. Formalize and expand community partnerships
4. Foster trust through engagement



Ovid-Elsie Area Schools

TARGET STATEMENTS WITH FIRST YEAR OBJECTIVES

TARGET AREA 4:

Finance and Operations

STRATEGIC TARGET STATEMENT:

Ovid-Elsie Area Schools will remain fiscally responsible and provide quality programs and facilities to foster student growth.

Priority Objectives:

1. Maintain a healthy fund balance while prioritizing meaningful investments in student programs
2. Maintain and invest in equipment and facilities
3. Align district offerings with student enrollment
4. Establish three and five year plans to guide facility and transportation planning.



Ovid-Elsie Area Schools

TARGET STATEMENTS WITH FIRST YEAR OBJECTIVES

TARGET AREA 5:

Personnel

STRATEGIC TARGET STATEMENT:

Ovid-Elsie Area Schools will attract, retain and develop high-quality staff with a culture of mutual respect.

Priority Objectives:

1. Develop guidelines for onboarding staff
2. Provide relevant and engaging professional development
3. Establish a positive school culture for all employees
4. Annually, assess and assign personnel to meet student needs



Strategic Plan Implementation

The implementation plan will be developed collaboratively by the superintendent and key staff members. Alignment with current school improvement plans will be an integral part of the implementation plan. The district priority targets/objectives identified during the strategic planning retreat will be translated into action plans with measurements, timelines, and responsibilities. A meeting was held on April 13, 2026, to begin this work. Ongoing team meetings will continue to plan, monitor and adjust priority objectives.

Recommendations for keeping the momentum of the process are the following:

1. Finalize Targets/Objectives/Action plan
 - Measurements
 - Timeline
 - Responsibility
 - Resources
2. Develop reporting/board monitoring calendar
3. Develop communication plan
 - Community
 - Staff
4. Schedule Mid-year progress report
5. Schedule Annual Plan update





Ovid-Elsie Area Schools Summary of all Responses

STRENGTHS

Question #1: What do we celebrate? What are we most proud of?

Academics & Programs

- Wide Variety of Electives
- Dual Enrollment
- Advanced Placement (AP) courses
- Athletics
- Extra Curricular Activities
- Career Tech Ed classes
- Graduation Rates

Culture & Learning Environment

- Caring and Safe Environment
- High Five Fridays
- Technology driven
- Positive Behavior Interventions Supports (PBIS)
- School Spirit
- Small Class Sizes

Communications & Community Engagement

- Strong Sense of Community
- Communication to Parents and Staff
- Small Town Pride
- Parent Engagement at lower elementary
- Music Booster Fundraising

Personnel & Leadership

- Transparent/Visible Superintendent
- Caring Staff and Teachers
- Team atmosphere

Finance & Operations

- Buildings Are Clean
- Technology Department
- Financial Stability
- Transportation in house





Ovid-Elsie Area Schools

OPPORTUNITIES FOR IMPROVEMENT

Question #2: What are the opportunities? What needs our attention?

Academics & Programs

- Alignment of K-12 Curriculum
- K-8 Art and Physical Education
- Special Education Resources
- Assessment Scores
- Data Driven Decision Making
- Develop Common Assessment

Communications &

Community Engagement

- Volunteer Opportunities
- Social Media
- Build Trust with Community
- Parent Involvement Opportunities

Personnel & Leadership

- School Board Training
- Staffing Limitations
- Athletic Trainer
- Counselor/Social Work
- Nurse
- Professional Development
- Special Education Director

Culture & Learning Environment

- Social Emotional Learning
- Reliance on Technology
- Follow Student Handbook/Discipline
- PBIS Implementation
- Effective Teaching Methods/Hands On
- Policy on Cyberbullying, Phones
- Class Sizes
- Bullying
- Want a Therapy Dog

Finance & Operations

- Buildings and Grounds Updates
- Early Release Days
- HVAC
- Food Service
- Busses are Crowded
- Signs for Visitor/Parent Parking
- Bus Drop Off and Pick Up





Ovid-Elsie Area Schools

BARRIERS

Question #3: What barriers exist to improvement?

Academics & Programs

- Math Curriculum K-5
- Academic Interventions
- Using Student Data to Inform Decisions

Culture & Learning Environment

- Behaviors of Some Students
- Fear of Retaliation
- Lack of Consequences
- Understanding Poverty
- Get Rid of PBIS at High School
- Classroom Furniture

Communications & Community Engagement

- Community Can Be A Barrier
- Parent Complaints
- Social Media
- Lack of Parent Support
- Engagement of Community
- Resistance to Change

Personnel & Leadership

- Recruiting Staff/Teachers
- Board of Education
- Not Following Chain of Command
- Staff Burn Out
- Retaining Staff/Teachers
- Paras for Special Education
- Lack of Trusting Professionals
- Administrators
- Resistance to Change

Finance & Operations

- Decreased Enrollment
- Funding
- 31a Budget Limitations
- School of Choice
- Portion Size of Food
- Buildings Operate in Silos
- Lack of Space at Elementary
- HVAC
- Food Service Guidelines





VISION

Ovid-Elsie Area Schools

Question #4: What is your vision for the district? What do we want our district to be known for in 5, 10, 15 years?

Academics & Programs

- Rigorous K-12 Curriculum
- Promoting Post Secondary Experiences
- Arts
- Data-Driven Strategies
- Athletics
- Unique Opportunities, i.e. Broadcasting, Welding, FFA

Culture & Learning Environment

- Use of Technology
- Accountability: data, discipline
- Safe, welcoming, encouraging
- School Spirit/Pride
- Collaborative and High Performing
- K-12 MTSS program
- Will Meet Each Child's Needs

Communications & Community Engagement

- Collaborative Problem Solving
- Developing Community Partnerships
- Shared Sense of Purpose
- Strong Parent Involvement
- Integrity, Welcoming, Proudful

Personnel & Leadership

- Trust in Professionals
- Recruit, Develop and Retain Staff/Teachers
- Accountability at All Levels
- Collaborative Team
- Hire Those Who Want To Do Something Amazing With Kids

Finance & Operations

- Financially Secure
- Free Breakfast/Lunch
- Healthy Food Selections
- Multi Purpose Sports Facility
- One K-5 Building
- Asset Management
- Updated Facilities
- Four Day Work Week





Ovid-Elsie Area Schools

Question #5: If you could do only one thing to improve the education of students in the District, what would it be?

Academics & Programs

- High Expectations for Students
- Offer Art at Elementary School
- Core Curriculum K-12
- Academic Interventions Provided
- Retention
- Implement IEPs

Culture & Learning Environment

- Social Emotional Learning Supports
- Consistent Consequences
- Behavior Interventions
- More Hands On and Less Technology
- Putting Students First
- Inclusive Environment

Communications & Community Engagement

- Continue Communication
- Success of All Celebrated
- More Community Involvement
- Parent Support
- Stop Giving Small Group of People a Platform to Complain

Personnel & Leadership

- Collaboration
- Supportive Board of Education
- Improve Staff Morale
- Parapro in every classroom
- Special Education Director
- School Nurse in Every Building
- Provide Professional Development for All Staff

Finance & Operations

- Building Management Controls
- HVAC
- One K-5 Building
- Four Day Work Week
- Better Tasting Food Options



SUMMARY

Data Driven Strategic Planning: Ovid-Elsie Area Schools

Based on analysis of data in this report, the following points are highlighted concerning Ovid-Elsie Area Schools:

In general, the data revealed that when compared to state averages and the reference districts selected for this report, Ovid-Elsie Area Schools emerges as a district facing challenges with both academic performance and fiscal stability.

Demographics

- Ovid-Elsie Area Schools **fund balance** at 23% is greater than three of the comparison districts. (B-1)
- **Percent of Resident Students Attending** Ovid-Elsie Area Schools ranks fifth of the districts in the Clinton County RESA. (B-2)
- **Enrollment** at Ovid-Elsie Area Schools has decreased 8.6% over the past five years, moving from 1,489 students in 2020 to 1,275 students in 2025; a net loss of 214 students. (B-3, B-7, B-11)
- While the decline in overall enrollment is gradual from 2020-2025, also note the **cohort survival rate** decrease of 4% of students in Kindergarten are not entering first grade the following year. (B-5, B-6)
- The demographics of the Ovid-Elsie Area Schools **student population** shows an increase in Special Education and Economically Disadvantaged categories. (B-7)
- The 2025 **demographic data** is as follows: 91.7% White, 0.057% Hispanic, 0.019% Two or More Races, 0.002% African-American and Asian, and 0.0007% American Indian. (B-7)
- The **median household income** in Ovid-Elsie Area Schools in fiscal year 2025 is \$64,561 and ranks 4th with comparison districts, while the revenues per student rank 5th among peers at \$15,298. (B-8)
- **Free and reduced student lunch counts** at Ovid-Elsie Area Schools is greater than comparison districts. (B-9)
- The loss of students to **Migration** has increased since 2019 with a net loss of 31 students to net loss of 44 students in 2025. (B-11, B-12)



- In 2023, Ovid-Elsie Area Schools has 151 students who choose to attend other districts as **School of Choice**. Laingsburg Community Schools (46), Ashley Community Schools (32), St. Johns Public Schools (19) and Owosso Public Schools (19) enroll the greatest number of resident Ovid-Elsie Area Schools students. There are 116.36 Schools of Choice Students enrolled in Ovid-Elsie Area Schools. St. Johns Public Schools (32.36) and Owosso Public Schools (31) has the greatest number of students enrolled. (B-13)
- Approximately 50% of Ovid-Elsie Area Schools 2023 graduating class, and approximately 40% of graduates in 2022 **progressed to post-secondary education**. (B-14, B-15)
- Ovid-Elsie Area Schools **student attendance** is 93.6% in 2025 between all buildings and the highest since 2021. (B-16)

Academic Performance

- On the 2024-2025 M-STEP assessment, **Math proficiency** of Ovid-Elsie Area Schools students were below state averages in math in grades 3rd and 5th. Tied state average in math at 4th grade. Exceeded state average in math for 6th grade students. 7th grade students exceeded state average in math and were 1st in the comparison districts. (C-1, C-4, C-7, C-12, C-15)
- **ELA (English Language Arts) proficiency** on the 2025-2025 M-STEP assessment of Ovid-Elsie Area Schools students were below state averages in reading in grade levels 3, 4, 6. Grade 3 was last among the comparison districts. Grade 5 was 2nd among the comparison districts. Grade 7 tied for 1st place among the comparison districts. (C-2, C-5, C-8, C-13, C-16)
- **Science proficiency** of Ovid-Elsie Area Schools students in 5th, 8th and 11th grades on the 2024-2025 M-STEP assessment were below the state average. **Social Studies proficiency** of Ovid-Elsie Area Schools students in 5th and 11th grade on the 2024-2025 M-STEP assessment were below the state average, while 8th grade was the highest in the comparison districts and above state average. (C-9, C-10, C-18, C-19, C-20, C-21)
- The district's 2025 **SAT College Readiness** score for all state assessments showed 49.50% proficient, which ranks 4th among the comparison districts. (C-22, C-23, C-24)
- The **graduation rate** in Ovid-Elsie Area Schools High School has exceeded the state average for the past nine years. In 2023, Ovid-Elsie Area Schools exceeded the state average of 81.77% with a district wide graduation rate of 89.23%, high school graduation rate of 94.34%. (C-25, C-26)
- **The Advanced Placement Participation and Passing Rate** in 2024-2025 Biology was 45%, 50% in Calculus, 83.8% in English Language. (C-27, C-28)





- **Dual enrollment** participation saw a significant increase in 2023, only to drop in 2024. (C-29)

Finance

- In fiscal year 2025, Ovid-Elsie Area Schools **fund balance** is \$4,707,250. The fund balance has grown from a low in 2016 of \$2,974,343 while expenditures increased to a high of \$21,451,936 in 2023. (D-1, D-10, D-11, D-12)
- Ovid-Elsie Area Schools has experienced an increase in its level of **fiscal distress** from level 0 in 2021 to level 3 in 2023, 2024 and 2025. A score of 10 indicates a high level of distress and a 0 indicates no distress. (D-3)
- **General fund expenditures** at \$15,125 per student rank fifth among the reference districts. (D-4, D-5)
- Ovid-Elsie Area Schools spent the least on **instruction – basic programs** compared to reference districts. (D-7)
- In 2025, Ovid-Elsie Area Schools ranked 2nd in spending **expenses** in Operations and Maintenance, Transportation and last in spending on General Administration. (D-8)
- Spending per student for **capital projects** of \$193 ranks first in comparison districts and **transfers out to fund modifications** of \$157 ranks second among comparison districts. Ovid-Elsie Area Schools has no **payments to other schools**. (D-9)
- Ovid-Elsie Area Schools has the highest **debt retirement** at 7.8 among comparison districts. There is no **sinking fund**. (D-14)
- In fiscal year 2025, Ovid-Elsie Area Schools, **pupil to staff ratio** is 6.50. Ovid-Elsie has the largest **staff count** at 195.4 of the comparison districts. (D-15)



Personnel

- Ovid-Elsie Area Schools has experienced declining enrollment since 2013, with **staffing by function numbers** have increased from 2022 and 2025 especially in Special Education Other Support Staff. (E-1, E-2, E-3, E-4)
- At \$58,485 Ovid-Elsie Area Schools the **average teacher salary** ranks fifth among the reference districts. (E-5, E-11)
- A trend analysis comparison of pupils to employed and/or contracted staff allows a district to identify its staffing profile over a number of years. Currently **Pupil to Staff Ratio** at Ovid-Elsie Area Schools is 6.5 and has been below the State Average since 2022. (E-7)
- In 2025 fiscal year, Ovid-Elsie Area Schools **compensation per staff FTEs salaries & benefits** of \$16,008,487 was the greatest of the comparison districts. **Compensation per FTE** of \$82,095 was the least of the comparison districts. (E-8)
- Ovid-Elsie Area Schools **benefits as a percent of salaries** indicates Ovid-Elsie Area Schools total salaries of \$8,908,873 ranked first in the peer group. (E-9)
- 57.6% of Ovid-Elsie Area School teachers have a **Master's degree or higher**. (E-12)
- Regarding **teacher seniority**, 53.8% of Ovid-Elsie Area Schools teachers have been with the district less than ten years. (E-13)

Submitted: *March 4, 2026*





The Wave | In the arena of education, what are incoming and outgoing trends, ideas, practices, paradigms, etc.

ON THE HORIZON

Intentional Technology	Secondary Literacy	Social-Emotional Changes	Mental Health ?
Trades Tech Vocational	Staff Expectations	Financial Uncertainty	Trust in Leadership
Return to Paper/Pencil	Adoption of AI	Staffing: Retirement, Burnout, Recruitment	Social Behaviors
Financial Hardships for staff, students, teachers	AI losing Comprehension ?	Governor's Race 2026	Financial Uncertainty
More Avenues after HS	Dyslexia Legislation	Declining Enrollment	

EMERGING

Lack of Attendance	Teacher Shortage	AI How & When	Trans Firing Employee Market *
Reliance Social Info	PBIS	Doing More with Less	ADA Compliance
Everyone needs a trophy ?	Life Skills/Trades	Flexibility Hybrid Schedules	Decreased State Funding
Reactive Snap to Judgement	MTSS Intervention	Fine Arts Opportunities	Aligning Internal Procedures with District Policies
Lack of Social Skills	Whole Child	What Kids Bring to School	Stability in Leadership





ESTABLISHED

CTE/Trade Programs	Testing	Hard Working Dedicated Staff *	Superintendent Leadership *
Community Pride	Dual Enrollment	Per Pupil Funding	Monthly "Shared Leadership" meetings
Lower Birth Rates	Facilities Well Maintained	Technology Dependency	Elementary Reading Curriculum/Bookworms
Respectful Good Parenting Community	AP Classes	Social Emotional Learning	Entitlement of Generation
Quality Curriculum	Secondary Unit Plans	Alternative Learning	Family Engagement *
Evaluation	Fiscally Sound * \$0 Based Budget	Screen Time Overload	Extra-Curricular

DISAPPEARING

Basic Life Skills	Boundaries 24-hour Accessibility	Confidence Self Value	Social Skills and Communication
Cursive Finance Skills	Parent Accountability Student Expectations	Paper and Pencil	Absenteeism Tardiness Value for Presence
Motivation to Work and Complete Tasks	Print Books ?	Traditional Learning	Conversation Confrontation Anonymous
Parent Support Family Engagement ?	One Size Fits All Education ?	Lack of Teacher Candidates ?	Lack of Accountability of Actions ?
Loss of Trades	Discipline ? Personal Responsibility	Individuality vs Generalization	Retention of Staff





ACADEMICS and PROGRAMS

- Qualifying Trade Classes (CTE) (9)
- Physical Education at Elementary 2+ hours per week (9)
- Improve Math scores K-12 (7)
- Elementary Art/STEM (6)
- Offer Carnegie Human Relations Course (4)
- Comprehensive MTSS K-12 Process (2)
- Sports Broadcasting (2)
- Life Skills Classes (2)
- K-7 Math Program (2)
- K-12 Drug Substance Program (1)
- Up to Date Textbooks (1)
- Reading Improvement 3rd grade





LEARNING ENVIRONMENT

- Anti-Bullying (4)
- Less Screen Time (3)
- Behavior Transition Room (3)
- No Cell Phones in School (2)
- Students Equally Distributed Among Classes (1)
- Small Class Sizes
- Social Emotional Learning





COMMUNICATION and COMMUNITY ENGAGEMENT

- Plan Whole Community Events (3)
- Volunteer Opportunities in Arts/Elementary (1)
- Business Outreach for Donations (1)
- Board, Staff, Administration Engagement (1)
- Go Positive Monthly Meeting to Connect and Share Positive (1)
- Refined Communication
- Adult Education Programming

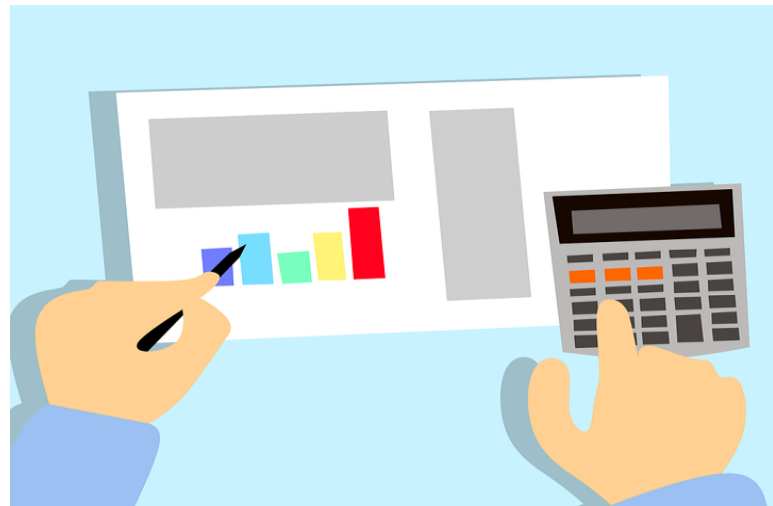
COMMUNICATION





FINANCE and OPERATIONS

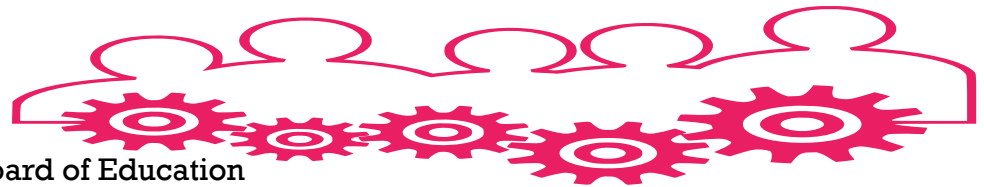
- Community Center – Multipurpose Field House (17)
- K-5 Building Merge (15)
- Air Conditioning in Hallways and Common Areas (8)
- Generator Backup to Electric System (4)
- Update Performing Arts Area (3)
- Close Pool (3)
- Second Baseball and Softball Fields (2)
- Handicap Accessible Baseball Field (1)
- Maintain Financial Stability (1)
- Replace Special Education Bus (1)
- Improve Main Gym Seating
- Upgrade Door Locks, Key Fobs, Cameras
- Maintenance on Buildings
- Update Roofs and Boilers
- Hockey Rink
- Bus Rotation Plan





PERSONNEL

- Certified Mental Health Professional: Mental Health Support Social Workers/Psychologist (8)
- Hire Athletic Trainer (8)
- Hire Additional Special Education Para Professionals Support Personnel (8)
- Hire Special Education Director (not dual role) (5)
- Hire Counselor in both Elementary Buildings (5)
- Increased Social Emotional Support Social Worker/Counselor (1)
- Para Professional Support in Classrooms with Special Needs Students (1)
- Dedicated Coach Reading/Writing across the Curriculum (1)
- Academic Para in Every Kindergarten class (1)
- Health/Nurse in Each Building
- School Resource Officer
- Accountability
- Board of Education Retreat
- Onboarding Teacher, Staff, Administration, Board of Education





Strategic Planning Retreat Team



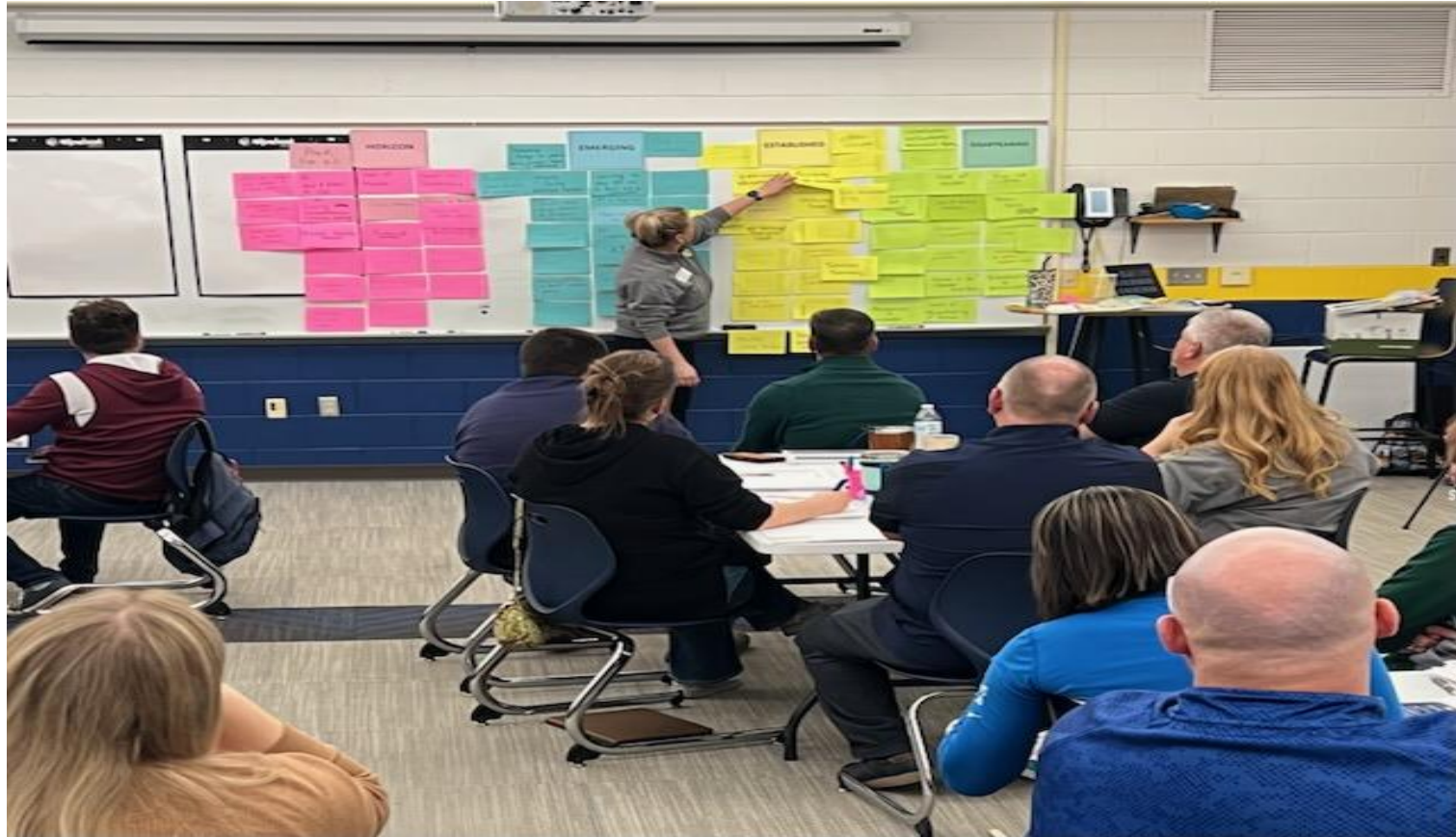


Strategic Planning Retreat Team





ENVIRONMENTAL SCAN ACTIVITY





IMPLEMENTATION WORKSHOP

