

Bay-Arenac ISD
Strategic Plan
2009-2010



**2009-2010
Strategic Plan for Bay-Arenac ISD**

STRATEGIES

1. Develop parent involvement and early childhood services in collaboration with community services for children ages 0-6. (Angela Weslock/Deb Dunbar)
2. Sustain and enhance comprehensive professional development to serve all staff. (Dave Sevener/Deb Dunbar/Brenda Peppel)
3. Sustain and enhance comprehensive system of curriculum support services. (Deb Dunbar)
4. Integrate technology resources into educational programs and services by implementing the district technology plan. (Michael Dewey)
- ~~5. Develop support services to assist local school districts in responding to state and federal mandates. (Bruce Curtiss and Mike Dewey)~~
6. Facilitate the development of cooperative business, information and resource leveraging services among LEAs within the BAISD (Collaboration) (Bruce Curtiss)
7. Enhance communication and collaboration within the ISD and among the local school districts to increase public awareness. (Mike Dewey/Brenda Peppel)
8. Enhance and improve special education programs and services for students with disabilities. (Don Badaczweski/Michael Dewey)
9. Enhance the career-technical skills and the career preparation opportunities for students. (Mike Rivard)
 - A. Identify current and future Career & Technical Education (CTE) program needs. (Mike Rivard)
 - B. Student Success – Increase the number of students who earn the Student Success Award based on the 10 indicators. (Chris Connors/Val Gerhart)
 - C. Delivery of Academic Credit through Career & Technical Education (CTE) programs. (L. Engelhart)
 - D. WorkKeys/KeyTrain implementation at the Career Center. (Jenny Geno)
10. Sustain and enhance educational opportunities for adult and alternative students. (Amy Muempfer/Mike Rivard)
11. Develop a comprehensive facility-use plan for BAISD. Survey current facility and grounds for utilization. (Dave Bourdon)
- ~~12. Enhance the recruiting, selection, and employment process. (Dave Sevener)~~
13. Assure that BAISD maintains accreditation from NCA, AdvancED. (Dave Sevener/Deb Dunbar/Brenda Peppel)

- Green – Hit the target, on target, or on the road to completion.
- Red – Change in objective or direction.
- Blue – New strategy.
- Violet – Future objectives.
- Yellow – In progress.

Strategy 2 Professional Development

Strategy	Action Plan 2009-11	Who	Finish Date	Status	Action Plan 2011-12	Status
Strategy 2 (a) Measure the impact of Professional Development on district performance	Design multiple pre and post training tools that measure the need for and the effectiveness of training interventions for non-academic positions.	Co-Chairs: Dave Sevenser Brenda Peppel Team: Jill Birolek Sara Lodewyk Terri Steih Bev Hauk Jennifer Rupprecht Amy Wood Katie Papworth Karen Torrey	Nov-2010	●	Test the reliability and validity of the pre and post training tools for measurement purposes. Determine the tools that are reliable and valid and then develop the tools that will be used, i.e. surveys, evaluations, etc. Institutionalize the tools and develop the process for dissemination.	● ● ●

Strategy	Action Plan 2009-11	Who	Finish Date	Status	Action Plan 2011-12	Status
Strategy 2 (a) Measure the impact of Professional Development on student performance	Identify multiple pre and post training tools that measure the need for and the effectiveness of training interventions for non-academic positions.	Chair: Deb Dunbar Team:	Nov/Dec. 2010	●	Test the reliability and validity of the pre and post training tools for measurement purposes. Determine the tools that are reliable and valid and then develop the tools that will be used, i.e. surveys, evaluations, etc. Institutionalize the tools and develop the process for dissemination.	● ● ●

Strategy 4 - Technology

Strategy 4	Who	Action Plan 2009-10	Finish Date	Status	Action Plan 2010-11	Finish Date	Status
<p>Integrate technology resources into educational programs and services by implementing the district technology plan.</p>	<p>Chair: D. Dunbar M. Dewey M. Rivard B. Curtiss B. Hauk J. Arnold J. Helle B. Jezak L. Engelhardt T. Steih R. DeBats K. Gilbert L. Zettle B. Jozwiak R. Holbrook M. Hohl M. Bruzewski K. VanZale</p>	<p>Technology plan updating Research and implement more Move to cost-saving three year licensing agreement for Anti Virus Implement strong authentication Implement Work Request System Collaborate with Community Partners Identify and Implement Data Warehousing Develop Disaster Recovery Plan Annual Purchase of Technology Update Technology Inventory System Have BAISD Network Evaluated for Performance and Security Ongoing Security Review of All Systems Moodle A/V Technology Infrastructure Upgrade Business Office Automation Printing Online Forms Disaster Recovery for Technology Electronic Signature with Human Resources</p>	<p>Ongoing Ongoing Ongoing Ongoing Ongoing Ongoing Ongoing Ongoing Ongoing Ongoing Ongoing Ongoing Ongoing Ongoing Ongoing</p>	<p>● ● ● ● ● ● ● ● ● ● ● ● ● ● ●</p>	<p>Organize and Secure Data Center Implement Plan to Replace all ISD Periodic Review of ISD Websites Investigate Additional ways of going "paperless" Investigate emerging technologies for BAISD uses such as: Twitter, Maintain current inventory of all BAISD technical/electronics equipment Standardize on Employees user names and passwords for all systems Develop Informational graphic on Helpdesk/Trouble Reporting Meet with local district technicians on a regular basis to collaboratively plan and learn about emerging technologies Consider a Regional Backup service for all districts Career Center working toward 100% wireless</p>	<p>ongoing ongoing ongoing ongoing ongoing ongoing ongoing ongoing ongoing ongoing ongoing ongoing ongoing ongoing</p>	<p>● ● ● ● ● ● ● ● ● ● ● ● ● ● ●</p>

Strategy 6 Collaborative Services among LEAs and within BAISD

Strategy	Action Plan 2009-2010	Who	Finish Date	Status	2010-12 Action Plan	Status
<p>Strategy 6 Facilitate the development of cooperative business, information, and resource leveraging services among LEAs within the BAISD.</p>	<p>A) Create committee composed of Superintendents, Directors, et al. from the ISD and all local schools in the ISD.</p> <p>B) Meet with committee to discuss opportunities in all facets of school district operations.</p> <p>C) Establish work teams to investigate identified opportunities.</p> <p>D) Full committee meeting to receive subcommittee reports. Pursue areas of Interest.</p> <p>E) Subcommittees explore and report progress and receive continued or new direction.</p>	<p>Chair: B. Curtiss Superintendents, Directors, et al.</p>		<p>●</p> <p>●</p> <p>●</p> <p>●</p> <p>●</p>	<p>The action plan has been developed and will be implemented. The ISD lives by this strategy everyday. The primary objective of this committee will be documenting this collaborative spirit so that it can be shared and communicated to every stakeholder, current or potential customer, and the public.</p> <p>The full committee meets several times during 2009 (NCA recommendations 4 and 5). The transportation sub-committee was very active. (NCA recommendations 4, 5 and 6). Collaborative SE transportation will begin in the fall of 2010.</p> <p>Minutes for each sub-committee meeting are being taken. Sub-committee chair people are occasionally asked for a written summary outlining the accomplishments and goals for the specific collaborative opportunity. The minutes and summary are necessary to ensure implementation of NCA recommendations 4 and 5.</p>	<p>●</p> <p>●</p> <p>●</p>

Strategy 8 Enhance and Improve Special Education Programs and Services for Students with Disabilities

Strategy	Action Plan 2009-10	Who	Finish Date	Status	2010-12 Action Plan	Status
<p>Strategy 8:</p> <p><u>NCA Recomm. #1</u> Develop a comprehensive plan to evaluate programs and organizational effectiveness in quantitative terms.</p>	<p>Developed service delivery guidelines/parameters and case load management system for OT's and PT's.</p>	<p><u>Angela Weslock:</u> OT/PT Guidelines</p>	<p>6/1/09</p>	<p>●</p>	<p>Develop a comprehensive plan to evaluate programs and organizational effectiveness in quantitative terms.</p> <p>OT/PT Staff: Develop process to evaluate effectiveness of the new guidelines and case load management system. 1/11</p> <p>Fully implement service delivery guidelines and case load management system and evaluate effectiveness. 6/09</p>	<p>●</p>
	<p>Reviewed current transition services and community based instruction and made recommendations for future programming.</p>	<p><u>Janelle Neal:</u> Speech Therapy Guidelines</p>	<p>9/1/09</p>	<p>●</p>	<p>Speech Therapy Staff: All Speech Language Pathology Staff will receive current MSHA guidelines for service delivery. Staff will be inserviced on the guidelines throughout the year at monthly staff meetings. 6/11</p>	<p>●</p>
	<p>Positive Behavior Support Systems and developed district positive behavior support plan. Trained staff in the PBS system.</p> <p>Implemented Positive Behavior Support system at LLC-Bay and select classrooms.</p>	<p><u>Mary Laures:</u> Positive Behavior Supports</p>	<p>9/1/08</p>	<p>●</p>	<p>Develop process to evaluate effectiveness of the guidelines and case load management system. 6/12</p> <p>Classroom Programs: Positive Behavior Supports have been implemented in all classrooms at LLC-Bay Campus. Assemblies occur monthly. Rules have been developed and skills are taught monthly. Students receive tickets for good behavior and tokens are awarded on a random basis. School Mascot and Chant have been developed and used this year. 6/11</p>	<p>●</p>

	<p>Developed and implemented a system to grade students who attend the Post-Secondary program and developed absence and tardiness rules.</p>	<p><u>Janelle Neal:</u> Classroom programs</p>	<p>6/10/08</p>	<p>●</p>	<p>LLC-Arenac Campus is currently starting the process for Positive Behavior Supports. A School Mascot has been chosen and Rules and chart of expected behaviors throughout the building has also been completed. Assemblies will begin before the end of the year. This should be complete by the end of the 2010-2011 school year at the LLC-Arenac Campus.</p>	<p>●</p>
	<p>MoCi Curriculum was developed and approved by Board of Education.</p>	<p><u>Mary Laures and Gary Leiner:</u> Curriculum</p>	<p>9/1/09</p>	<p>●</p>	<p>ISD Local Programs have not yet developed this system.</p>	<p>●</p>
	<p>Reviewed current programs and services for AI students and made recommendations for future programming.</p>		<p>11/1/09</p>	<p>●</p>	<p>Post-Secondary: Develop process to evaluate the effectiveness of grading and absence/tardiness systems. 6/09</p>	<p>●</p>
	<p>Initiate integration of Statewide Autism Resources & Training (START) best practices.</p>		<p>12/9/10</p>	<p>●</p>	<p>Evaluate effectiveness of grading system and absence/tardiness rule. 6/11</p>	<p>●</p>
	<p>Pilot Juvenile Home Initiative to help incarcerated youth improve competencies in reading.</p>		<p>12/9/10</p>	<p>●</p>	<p>Curriculum: MoCI/SXI Curriculum - All center program staff were trained in curriculum use at the beginning of the 2009-2010 school year. The implementation of the curriculum has occurred this school year and all teachers are using the curriculum to complete goals and objectives. ASD Teachers have also been trained and are implementing the curriculum. This will be an ongoing need with new staff.</p>	<p>●</p>
	<p>Implemented an ASD classroom newsletter.</p>		<p>2/10/10</p>	<p>●</p>		<p>●</p>

Strategy 9A Identify Current and Future Career & Technical Education (CTE) Needs

Strategy	Action Plan 2010-12	Who	Finish Date	Status	2010-12 Action Plan	Status
<p>Strategy 9A</p> <p>Identify current and future career & technical education (CTE) needs</p>	<p>Continue to develop and research labor market statistical trends at the national, state, and local levels. Continue to survey and gather statistical data specific to targeted student populations (i.e., 4th grade students, 8th grade students, 10th grade students, 12th grade students, and students that have graduated from our Career Center Programs).</p> <p>Continue to survey and gather statistical data from our LEA's (counselors, principals, etc.), business community, and post-secondary college to better identify the future career and technical needs and services of our Career Center students.</p> <p>Continue to visit and research state and national model exemplary programs and services to better identify the future needs of our students and programs.</p> <p>Complete architectural design and plan outlining student training environment and equipment needs specific to computer systems, information technology, network programming, system administration, and digital multimedia areas. (NCA Rec 5)</p>	<p>M. Rivard – Chairperson L. Engelhardt T. Camp A. Dore E. Birchler C. Musselman D. Leszczynski K. Seward B. Zimostrod T. Bacigalupo J. Geno Mathematic Instructors</p>	<p>August 2011 and ongoing</p> <p>August 2011 and ongoing</p> <p>August 2011 and ongoing</p> <p>August 2010 and ongoing</p>	<p>●</p> <p>●</p> <p>●</p> <p>●</p>	<p>Continue to research and identify future career and technical student and program needs. (NCA Rec 1-3)</p>	
<p>Development of implementation plan addressing the needs and vision of CTE program renovation projects. (NCA Rec 3)</p>				<p>●</p>		

<p>Continue to research, develop, and integrate Alternative Energy curriculum and training technology into CTE programs and Career Center culture (solar, wind, geothermal, hydroponics. A “Stop Doing It” list program specific to a culture of operational energy conservation (i.e., promote green awareness and proactive activities within our daily operations).</p> <p>Explore and research the development of the Career Academy concept within our career and technical education programs.</p>	<p>Complete architectural design and plan outlining student training environment and equipment needs specific to our Marketing and Management Program. (NCA Rec 5)</p> <p>Establish estimated cost and funding plan to address future program renovations and equipment needs.</p> <p>Completed curriculum plan outlining the infusion of alternative energy components in identified CTE programs. Integration of alternative energy curriculum components into targeted CTE programs. (NCA Rec 5)</p> <p>Research and visit nationally recognized model exemplary accredited career academies. Assess research information and development and implement planning process.</p>		<p>August 2010 and ongoing</p> <p>August 2010 and ongoing</p> <p>June 2011 and ongoing</p> <p>June 2011 and ongoing</p>	<p>●</p> <p>●</p> <p>●</p> <p>●</p>	
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Yellow – In progress-active

Red – Change in objective or direction

Blue – New strategy

Violet – Future objectives

Strategy 9B Student Success

Strategy	Action Plan 2010-11	Who	Finish Date	Status	2011-12 Action Plan	Status
<p>Strategy 9B <u>Student Success</u> Increase the number of students who earn the Student Success Award based on the Career Center's 10 Performance Indicators.</p>	<p>Continue to solicit student and staff input on activities conducted to ascertain their effectiveness in supporting students achieving the Success Award. (NCA 1)</p> <p>Continue to collect grade and attendance data and assess the intervention systems, modifying strategies that would increase substandard attendance and grade success indicators. (NCA 1 & 3)</p> <p>We will study changes to the attendance system to identify a process that will be more effective in addressing patterns of poor attendance. (NCA 5)</p> <p>Continue the use of Grade-Quick as the mid-term report system that provides instructors a means to give parents/students information as to the deficiencies in academic achievement. (NCA 5)</p> <p>Create an electronic share system that will route internally to stakeholders the Grade Quick reports that are used as progress reports for students whose grades are D or lower. (NCA 5)</p> <p>Continue to utilize Ed-line as a student progress reporting tool for parents/students and staff at sending schools. (NCA 5)</p> <p>Collect Follow-Up Study and certification data to track annually student progress, modifying strategies that would improve performance. (NCA 3)</p> <p>Continue to update the Student Success system/process document created in 2001. (NCA 2)</p> <p>Update the Student Success improvement document created in 2002 to eventually create a user-friendly, electronic best practices resource for all Career Center staff. (NCA 2)</p> <p>Identify Career Center professional development activities that support targeted strategic goals that reinforce a culture of student success.</p>	<p>Co-Chairpersons C. Connors V. Gerhart</p> <p>T. Bacigalupo E. Birchler L. Bowker T. Camp C. Charbonneau K. Dardas L. Fauble J. Geno M. Kapala M. Rivard E. Stasser D. Urlaub</p>	<p>On-going</p> <p>On-going</p> <p>May 2011</p> <p>On-going</p> <p>May 2011</p> <p>On-going</p> <p>On-going</p> <p>October 10</p> <p>May 2011</p> <p>On-going</p>	<p>●</p> <p>●</p> <p>●</p> <p>●</p> <p>●</p> <p>●</p> <p>●</p> <p>●</p> <p>●</p> <p>●</p>	<p>Continue to compile and analyze data to evaluate the impact the early intervention strategies have on attendance and grades. (NCA 1)</p> <p>Continue to utilize education research, model programs, and best practices to strengthen the Student Success program, increasing the number of students that achieve the Success Award. (NCA 1)</p> <p>Develop an all-inclusive data system that would combine e-mail, grading, parent/school communication, and a virtual learning environment (i.e. Gaggle, Grade Quick, Ed-line, and Moodle). (NCA 3 & 5)</p> <p>Develop initiatives that will increase student/parent use of the Career Center web site for communication and monitoring student progress. (NCA 5)</p>	<p>●</p> <p>●</p> <p>●</p> <p>●</p>

Strategy 9C Delivery of Academic Credit through Career & Technical Education (CTE) Programs

Strategy	Action Plan 2010-12	Who	Finish Date	Status	2010-12 Action Plan	Status
Strategy 9C Develop a comprehensive system for the delivery of academic credit through career and technical education programs at Bay-Arenac ISD Career Center.	Continue to monitor, research and explore guidelines, requirements, and changes to the Michigan Merit Curriculum and access the impact on potential and current Bay-Arenac ISD Career Center students.	Chairpersons: M. Rivard L. Engelhardt Members: C. Connors J. Geno D. Urlaub T. Bacigalupo V. Gerhart D. Dunbar S. Hoyle L. Sherman	Ongoing	●	Continue to compile, review, and analyze the data to determine the impact of the MMC on students who want to attend the Bay-Arenac ISD Career Center. (NCA Rec 1 & 3)	●
	Continue to research and address optimal delivery systems for academic credit; visit credit recovery and academic credit “best practice” delivery systems throughout the state. Attend State and CTE Career Center sponsored professional development workshops and conferences.			Ongoing	●	Continue to monitor the MMC and utilize research and best practices in determining professional development and new instructional methods for CTE instructional staff.
	Continue to communicate with Bay-Arenac ISD Career Center staff and provide professional development activities which target and align with the Office of Career and Technical Education's (OCTE) identified core academic standards and CTE program specific academic.		Ongoing	●	Monitor the Office of Career and Technical Education's academic alignment projects to ensure compliance and alignment to Bay-Arenac ISD Career Center curriculum crosswalks and academic content.	●
	Complete academic (math) lesson plans in Law Enforcement/Criminal Justice, which will enable students to earn senior year math credit in this program.		July 2010	●		
	Develop a review system for all CTE programs to update academic curriculum crosswalks in all program areas based on changes to CTE program curriculum segments, certifications, college articulation and co-curricular activities. (NCA Rec 1)		Sept 2010	●	Bay-Arenac ISD Career Center Staff will continue to update and share data, predicted trends, and strategies with LEA's.	●

	<p>Continue to update inform and seek input from LEA counselors, administrators, and staff on possible ways to increase the amount and type of academic credit a student could earn while attending the Bay-Arenac ISD Career Center. (NCA Rec 4)</p> <p>Provide professional development to improve the instructional methods and techniques of all Bay-Arenac ISD Career Center program instructional staff for the delivery of math and ELA in all CTE programs. (NCA Rec 1)</p> <p>Explore and implement alternative delivery systems (beyond the integrated approach) for academic credit at the Bay-Arenac ISD Career Center. Systems may include academic credit delivered through shared class time, web based curriculum, beyond class time instruction, and co-teaching.</p> <p>Explore and implement ways to develop a research planning component and establish data gathering activities to monitor and address the impact of the Michigan Merit Curriculum using, CTEIS, Gradequick, Edline, and CIMS. (NCA Rec 3)</p>		<p>Ongoing</p> <p>2010 – Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>●</p> <p>●</p> <p>●</p> <p>●</p>		
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	<p>this committee to look at trends and the need for any professional development and/or additional interventions to boost scores. (NCA Rec 1)</p> <p>Designated staff at the BAISD Career Center will develop and implement an effective data sharing system with stakeholders (i.e. students, parents, LEAs, CC instructors, employers, advisory members, ISD Board of Education). A database will be created and maintained, whereby score reports can be created, accessed and shared amongst stakeholders. (NCA Rec 3)</p> <p>BAISD Career Center instructors, administrators, and placement staff will continue to work in conjunction with Strategy 9D committee members, to update information, regarding our Career Readiness Program with advisory committee members, LEAs, the business community at-large, as measured by advisory committee minutes, and other pre-determined forms of written documentation. Alternate/additional forms of communication will be explored and implemented, as needed. (NCA</p>		<p>Ongoing</p>	<p>●</p>	<p>Trends data will be examined and shared, as appropriate, with strategies developed and implemented toward improvement.</p>	
			<p>Ongoing</p>	<p>●</p>	<p>Initiatives to market our Career Readiness Program to businesses and other stakeholders will continue. Progress toward these initiatives will be evaluated through various input from stakeholders.</p>	

	<p>Rec 5) BAISD Career Center instructors, administrators and placement staff will continue to work in conjunction with Strategy 9D committee members, to market the Career Readiness Program to local businesses and advisory committees, as a way of promoting the hiring of our students. (NCA Rec 5)</p>		<p>Ongoing</p>	<p>●</p>	
	<p>BAISD Career Center instructional and placement staff will work together with students in the inclusion of Work Keys scores and Career Readiness Certificates, as appropriate, within their portfolios and resumes. In light of the fact that students now take all 3 WorkKeys assessments at their home schools as part of the Michigan Merit Exam, Career Center staff would work with districts to get a database of Bay-Arenac local students' Work Keys scores. Students would need to bring in their certificates, if they wanted them included in their portfolios.</p>	<p>Ongoing</p>	<p>●</p>	<p>A process for including this data will be developed and revised regularly to best meet the needs of our students.</p>	

	<ul style="list-style-type: none"> ● ● ● ● ● ● ● ● 	<p>Engineer land use drawing with existing buildings and utilities for both Career Center and Educational Service Center (2012).</p> <p>Install a back-up generator to start and maintain electrical power to heating water pumps at the Career Center (2014).</p> <p>Reconstruct and add spaces to north parking lot at the Educational Service Center. \$150,000. (2012)</p> <p>Replace carpeting in Business Office. (2011)</p> <p>Replace shop and classroom light fixtures with energy efficient units. (2010-14)</p> <p>Install wind turbine to reduce electrical costs at the ISD. \$250,000. (2011-12)</p> <p>Reconstruct the bus turnabout at the Career Center. \$125,000. (2013-14)</p> <p>Purchase trailerable generator for backup power use. (2014)</p>					
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Strategy 13 North Central Accreditation

Strategy	Action Plan 2009-2010	Who	Finish Date	Status	2011-12 Action Plan	Status
<p>Strategy 13 Assure that BAISD maintains accreditation from NCA, AdvancEd.</p>	<p>AdvancEd completed site visit of BAISD. Received Accreditation notification with 11 commendations and 6 recommendations. Presented overview of Accreditation Process at National AESA Convention in Phoenix. Presented overview of Accreditation Process to Mecosta-Osceola ISD Administration. Strategy teams meet with their committees 2-3 times a year to work on recommendations and new initiatives. Prepared and submitted two-year written report to AdvancEd for continuing accreditation. Notice that BAISD has received continuing accreditation. Plan for next 5-year site visit by AdvancEd. • Called AdvancEd to obtain an updated copy of format and benchmarks to Standard Assessment Report. • Met with Superintendent and Directors to talk about how to approach and plan for next site visit.</p>	<p>Co-Chairs: D. Sevenser D. Dunbar B. Peppel</p>	<p>Oct. 2007 Dec. 2007 Dec. 2008 Oct. 2009 Jan. 2008 through Sept. 2009 Nov. 2009 Feb. 2010 Ongoing</p>	<p>● ● ● ● ● ● ● ● ●</p>	<p>Plan of action for site visit in 2012 – Where do we start? • Discuss how the ISD can refocus using a new plan/new look to the strategic plan, possible new committee members, etc. • Schedule meeting with AdvancEd’s representative to discuss updated Standards Assessment Report and discuss new requirements, new format, new structure, etc. • Develop a timeline for completing report. • Meet with all committees/teams to discuss the new approach to completing the report.</p>	<p>● ● ● ● ●</p>