

District Strategic Plan – 2023 - 2028



Mission: Prepare students for life. **Vision:** Support every child.

- We believe in:
- powerful community connections.
 - family partnerships and shared trust.
 - an academic culture of high expectations and high support.
 - a positive district culture where every student and employee feels they belong.
 - the strength of our district’s size.
 - the idea that learning happens in many ways, places, and times.

Goal: To provide a personalized education through student support and engagement.

Goal Areas	Strategic Actions	Measurement
Student Support	1. Build a robust TK-8 Multi-Tiered System of Support (MTSS) to ensure students make yearly aspirational growth in math and English language arts.	1. Improve DES and SMS building level shared aspirational growth by 2% per year for the next five years.
Student Engagement	1. Create College, Career, and Life Readiness (CCLR) opportunities for students in grades 6-12 and infuse these skills into the K-12 curriculum. 2. Actively engage students in investigating and responding to an authentic, complex, question, problem, or task.	1. Leverage Naviance lessons and associated activities to develop a personalized and flexible four-year high school plan for incoming freshmen and a post-secondary plan for each SHS graduate. Develop and implement a K-12 college, career, and life readiness skills scope & sequence engaging all SPS students. 2. Increase the number of authentic, complex, questions, problems or tasks by 5% per year.

Goal: To provide excellence in offerings and delivery through increasing student exploration, innovation, global education, and core instruction.

Goal Areas	Strategic Actions	Measurement
Student Exploration	1. Increase pathways for student exploration, particularly, but not limited to the areas of visual and performing arts through community recreation, elective offerings, extracurricular activities, and community partnerships.	1. Documented strategic evolution of new community recreation programs, elective offerings, extracurricular activities, and community partnerships.
Innovation	1. Inventory, strengthen, and create new place-based learning partnerships including opportunities to learn outdoors.	1. Documented opportunities occurring off campus and outdoors, noting an increase of 5% per year.
Global Education	1. Engage faculty and staff in learning about and experiencing world cultures and embedding this knowledge into K-12 curriculum, activities, and clubs by implementing a teacher travel grant program and other professional activities.	1. Annual teacher travel grant reports to the board and community highlighting teacher international travel experiences.
Core Instruction	1. Continue a strong tradition of excellence in core academic teaching and learning.	1. Continued school index scores of 90% or better in each building.

Goal: To provide a culture conducive to learning through student belonging and individualized attention.

Goal Areas	Strategic Actions	Measurement
Student Belonging	<ol style="list-style-type: none"> Using scientifically research-based strategies, provide an inclusive school climate and empathetic learning environment where students feel emotionally, physically, and academically safe and have a strong sense of belonging. Highlight student effort and achievement by implementing a K-12 student celebration plan. 	<ol style="list-style-type: none"> MI Student Voice perception data survey results. Development of a K-12 student celebration plan by December 2023.
Individualized Attention	<ol style="list-style-type: none"> Continue to prioritize lower class sizes by ensuring the majority of class sizes fall within the suggested ranges outlined in the collective bargaining agreement. Fully employ the Positive Behavioral Interventions and Supports (PBIS) model at DES. 	<ol style="list-style-type: none"> Student class size data. Annual DES PBIS survey.

Goal: To provide district strength and viability through exceptional facilities, fiscal responsibility, community engagement, and faculty/staff belonging.

Goal Areas	Strategic Actions	Measurement
Exceptional Facilities	<ol style="list-style-type: none"> Successfully complete the DES, and SMS & SHS renovations on time and on budget, increase the functionality of athletics and performing arts facilities, and maintain exceptional facilities. Research the feasibility of constructing a community recreation center through a feasibility study and community survey. 	<ol style="list-style-type: none"> Renovations line item report and the generation of a five-year facilities maintenance and upgrade plan, including the athletic and performing arts facilities. Provide a recommendation to the Board by May 2025.
Fiscal Responsibility	<ol style="list-style-type: none"> Maintain a general fund balance between 12-18%. Attract and retain exceptional teachers, administrators, and support staff by building on a positive school and work culture, complemented by competitive compensation. Facilitate student enrollment growth toward an optimal district enrollment of 975 students by developing a multi-tiered approach to external promotional communications, including a plan for attracting new families. 	<ol style="list-style-type: none"> Annual board-adopted budget. Employee retention rate, and bi-annual <i>Project Thrive</i> survey data. Review annual K-12 enrollment numbers compared to predicted.
Community Engagement	<ol style="list-style-type: none"> Implement an integrated strategy ensuring concise and error-free internal and external communications by engaging with professional practitioners to develop short/long-term plans. Foster greater connections among stakeholders to build community. 	<ol style="list-style-type: none"> Development of communications plan and annual stakeholder communications survey by May 2024. Document monthly interactions across communications channels.
Faculty/Staff Belonging	<ol style="list-style-type: none"> Nurture a positive school culture based on high teacher efficacy, collaboration, teacher leadership, and continual learning by using <i>Project Thrive</i> data to develop school culture goals. Celebrate the hard work and efficacy of the SPS faculty and staff. 	<ol style="list-style-type: none"> Bi-annual <i>Project Thrive</i> survey data. Development of a faculty/staff celebration plan by December 2023.

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SAUGATUCK
PUBLIC SCHOOLS

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2023-2028

Administration Team	Board of Education	School Improvement Team
<p> Superintendent: Dr. Tim Travis Administrative Assistant: Kim Sharda Transportation Director: Kim Sharda Director of Business Services: Jeff Malloch DES Principal: Michaelle Gust Administrative Assistant: Stephanie Allen SMS & SHS Principal: Mark Neidlinger Administrative Assistant: Betty Johnson Special Education Director: Katie Gibbie Community Recreation Director: Scott Kierzek Athletic Director: Bill Dunn Preschool Director: Jessica Ruthsatz Director of Pupil Accounting: Liz Wilson Chief Technology Officer: Rex Thelen </p>	<p> President: Laura Zangara Vice President: Nathan Lowery Secretary: Nicole Lewis Treasurer: Eric Birkholz Trustee: Frank Marro III Trustee: Bernie Merkle Trustee: Marcy Weston </p>	<p> Superintendent: Dr. Tim Travis DES Principal: Michaelle Gust SMS & SHS Principal: Mark Neidlinger SPS Special Ed. Director: Katie Gibbie DES Representative: Lisa Vandenberg DES Representative: Nicole Robb SMS Representative: Jordan Campbell SMS Representative: Dorie Galloway SHS Representative: John Green SHS Representative: Elizabeth TerHaar </p>

Beginning in August 2022, the Saugatuck Public Schools’ Board of Education embarked on a process to develop a new five-year strategic plan. Focus group sessions were held for students, parents, community members, faculty & staff, board members & administrators. A total of 135 individuals attended these meetings to provide input on three driving questions. Data gathered in the focus groups was developed into a survey that was distributed to students in grades 5-12, parents, and community members. Each district resident was mailed an invitation to participate in the survey. Over 362 surveys were completed. Survey data was analyzed at the December board meeting, a draft strategic plan was developed, discussed, and edited prior to being adopted by the board in May, 2023.