



# MONTCALM AREA INTERMEDIATE SCHOOL DISTRICT



September, 2019

Strategic Planning Report

**Vision, Mission, & District Goals**

# Montcalm Area Intermediate School District

## STRATEGIC PLANNING REPORT

### INTRODUCTION

The Montcalm Area Intermediate School District administrative team conducted a strategic planning process in late 2017/early 2018. Acknowledging the changing local, regional, and global realities faced by schools, students, parents, and communities, the team wanted to review its vision and mission statements, as well as update district goals.

### THE PROCESS

The administrative team met for 21 hours in six planning sessions from October 2017 through March 2018. During that time, they participated in several activities designed to increase their collective understanding of the realities and challenges facing today's education and community leaders throughout the county and the district's role in partnering for success. In addition to the unique individual perspective each administrator brought to the dialog, these activities fostered a collegial understanding of these challenges. Included were:

- **Economic Contextual Scan:** Administrators reviewed several articles, videos, and reports detailing the changing economic and career realities faced by today's graduates. National, state, and regional data were reviewed to give the administrative team a comprehensive look at how the world of work is changing, the knowledge and skill demands of employers (nationally and locally), and the prognosis for future employment.
- **Education Contextual Scan:** Administrators reviewed a brief history of Michigan's public education system, reviewed articles and research about education system design, emerging challenges for schools, and current initiatives (national, state, regional, and local) determined to improve system performance. Administrators also reviewed progress on prior district goals, current district performance data, and unique challenges from their separate and distinct programs and perspectives.
- **Community Feedback: Focus Groups** Administrators listened as four groups of district/community stakeholders described their experiences, concerns, accolades, and suggestions for the district. Local district superintendents,



local district administrators, community leaders, and staff participated in focus groups of approximately 15 participants each. The participants responded to specific questions, giving the administrative team the opportunity to absorb these unique perspectives on the current and future work of the district. The focus groups provided rich context for the challenges and opportunities which exist in the broader community and the district's role in addressing both.

- **Vision & Mission Statement Review & Revision:** With an agreed upon definition for vision and mission statements and their purpose in guiding district decision-making at every level and, considering the economic and education contextual scans and community feedback, the administrators reviewed the district's current vision & mission statements. Based upon that review, the administrators made changes to both statements.
- **Goal Development:** With new vision & mission statements drafted, the administrators brainstormed district level *Target Goals* that would insure the district was delivering its mission and driving toward realization of its vision. Administrators will be further tasked with developing the objectives, strategies, and tactics to transform these *Target Goals* into day-to-day decision making and action. While a few strategies were identified during the process, the administrative team agreed these ideas required additional vetting and would be considered separate from the strategic plan. The administrators categorized these *Target Goals* under the same "over-arching" goal categories prescribed by the board for the superintendent, providing alignment across goal-setting district-wide.
- **Communication Plan:** The administrators discussed a communication plan to inform all stakeholders about the new *Vision and Mission statements* and *Target Goals* and to better understand possible obstacles to achieving them.



## VISION

A vision statement defines the optimal state of the district ten or more years in the future. A vision statement should be memorable and motivational, and all district staff should be able to articulate the key tenets of the vision statement. Because an intermediate school district's vision is impacted by the diverse and sometimes competing interests of the constituents it serves, articulating an accurate and compelling future can be challenging. The MAISD administrative team considered multiple perspectives and current and emerging trends in determining the district's long-term direction.

Two key terms highlighted the revision: *partner* and *community*. In revising the statement to include these terms, the administrative team affirmed its commitment to and expansion of *partnership* as a key strategy in maximizing positive education outcomes for stakeholders throughout the *community*.



**The new Vision Statement is:**

**MAISD will be an educational partner in building strong communities.**

## MISSION

A mission statement defines the purpose of the district: what it does, who it does it for, and how it does it. It describes the district's unique function in the community; its distinct purpose. Compared to a vision statement, it reflects the current work of the district. Again, district staff should be able to articulate the key tenets of the district's Mission Statement.



In their brainstorming and discussions, the administrative team wanted to again acknowledge the importance of partnering with its varied constituents to meet the educational needs of students and families across the district, in all its schools, leading to lifelong success.

The mission statement acknowledges that no one institution can accomplish this alone. The mission statement also serves as a continuing call to action that all MAISD's diverse department, building, and program staff pursue innovative solutions that impact learning, including in support and infrastructure roles.

**The new Mission Statement is:**

**In partnership with its communities, MAISD provides innovative & effective learning opportunities for students, schools, and families.**



## DISTRICT GOALS

The administrative team established 10 *Target Goals* intended to drive the district towards its vision. To foster internal alignment, these *Target Goals* were created under the Overarching Goals approved by the MAISD Board of Education for the Superintendent. The *Target Goals*, while broad in nature, provide the district a framework for choosing shorter term goals, objectives, strategies and tactics. The *Target Goals* are necessarily lofty and forward thinking and will require significant input from all district stakeholders to shape the day-to-day decisions and actions that will facilitate movement toward the vision. Many, if not most, of these 2019-2020 *Target Goals* will extend beyond one year.



Department, building, and program leaders will likely have additional goals. Some might be strategies supporting one or more of the bigger MAISD *Target Goals*; others might be very specific to a department or program and stand alone and are not reflected in this report. All departmental and program goals, however, should be considered, developed, and aligned under the Overarching Goals.

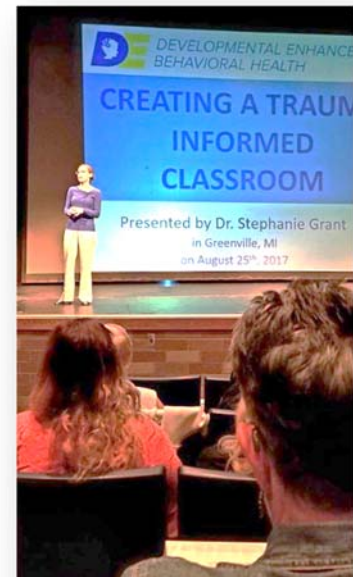
## 2019-2020 Target Goals

### **Overarching Goal #1: Expand educational opportunities for all students, staff, and community.**

1. Ensure all students are career ready and the local economy is supported.
2. Increase access to high quality services and resources that support childhood development prenatal through 3<sup>rd</sup> grade.
3. Analyze special education programs and services, build upon existing strengths.
4. Improve efficacy and leverage resources, continue, explore, and expand joint ventures with community partners.

### **Overarching Goal #2: Provide ongoing, forward-thinking leadership.**

5. Develop a succession planning protocol for all MAISD positions.
6. Become the leader in collaboration within and across the county/counties.



**Overarching Goal #3: Create connectedness in MAISD, in districts, and between districts.**

7. Develop and implement a comprehensive communications plan and public relations strategy within MAISD and throughout its constituent communities.
8. Improve mutual understanding and better target services, explore ways to share data and information between MAISD and local districts.



**Overarching Goal #4: Maintain financial integrity of MAISD and local districts.**

9. Identify additional sources of revenue & resource sharing to support MAISD's mission.
10. Develop and execute a plan for long term capital fund initiatives.

**Overarching Goal #5: Establish a unified legislative voice.**

11. Expand legislative engagement strategy



## COMMUNICATING THE PLAN

The administrative team acknowledged that any strategic plan's success is subject to the understanding and acceptance of stakeholders. While feedback from key stakeholder groups was integrated into the planning process, the work must be vetted with the constituents to enroll them in the intent and scope of the work and understand any concerns or cautions with specific elements of the work. The school superintendent, in concert with the district administrative team, is responsible for implementing the communication and engagement effort. Key elements include:

- Presentation to the Board
- Meetings with all staff, opportunity for feedback
- Meetings with key constituent leaders, opportunity for feedback

While the intent of the communication and engagement plan is not to substantively change the vision, mission, or goals developed by the administrative team, the feedback will assist the district in anticipating key obstacles, responding to concerns, prioritizing the work, and anticipating resources for successful implementation.



Ongoing communication with all stakeholders will continue to be important in the near and long term. A portion of the district's website is already devoted to the district's accreditation work and could incorporate the strategic goals of the district, key objectives, and progress toward realizing the goals based on key performance metrics developed by the administrative team.

Progress on goals will be reported to the board and community annually at regularly scheduled board of education meetings, with the superintendent and administrative team primarily responsible for the update along with other stakeholders and constituents as appropriate.







## MONTCALM AREA INTERMEDIATE SCHOOL DISTRICT

### STRATEGIC PLAN AT A GLANCE

**Vision:** MAISD will be an educational partner in building strong communities.

**Mission:** In partnership with its communities, MAISD provides innovative & effective learning opportunities for students, schools, and families.

#### District Overarching Goals & 2019-2020 Target Goals

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