



Three to Five Years
2014-19
Board Goals



Our Mission

*In partnership with home and community,
Holt Public Schools will provide comprehensive,
high-quality educational experiences to develop
college and career-ready students.*



College & Career Readiness

In the following areas students will:

Academic Culture

- *Demonstrate literacy in all academic pursuits.*
- *Demonstrate proficiency concerning district curriculum.*
- *Demonstrate collaborative skills including listening to understand, asking appropriate questions, and having strategies to persevere when encountering obstacles.*
- *Demonstrate understanding of the curriculum through productive thinking, problem solving, and application.*
- *Apply technology to access, evaluate, organize, and use information to create knowledge.*

Civic Responsibility & Diversity

- *Demonstrate empathy for the experiences of self and others.*
- *Demonstrate a strong sense of social justice.*
- *Demonstrate cultural competency.*
- *Demonstrate an appreciation of democratic institutions and processes.*



Values & Beliefs

We value:

The LEARNING of EVERY STUDENT

- by providing a strong core curriculum;
- by developing an academic culture, including clear behavior expectations;
- by using evidence-based instructional practice;
- by using a system of early intervention and multi-tiered support.

DIVERSITY of individuals and groups

- by recognizing that people learn in different ways and at different rates;
- by inviting varied viewpoints into decision-making;
- by recognizing that all people can contribute to achieving our goals;
- by providing choices for learners.

Building and sustaining HUMAN RELATIONSHIPS & SAFE SCHOOLS

- by demonstrating trust, respect, and openness;
- by enacting School-wide Positive Behavior Interventions & Supports with an anti-bullying policy;
- by actively involving parents, community members, and other stakeholders in student learning.

Fiscal INTEGRITY and RESPONSIBILITY

- by planning for the long term

HEALTH & WELLNESS

- by developing lifelong wellness practices to promote healthy lifestyles, healthy eating and physical activities that support student achievement

We believe that schools are learning organizations in which everyone strives for continuous improvement of practices and results; all employees play important roles in achieving organizational goals; all employees continue learning in order to best support student learning; everyone has the potential to lead; investing in early childhood learning will improve student achievement.



Goals & Strategies

Goal 1: Holt Public Schools teachers will effectively teach, measure, and continuously improve instruction aligned to state standards for increased student achievement and college and career readiness.

Indicators of Success:

- *All teachers can articulate and teach the required core curriculum.*
- *The core curriculum is aligned and sequenced through each grade level according to the state standards.*
- *State and district assessments show continual improvement of student performance, including gains over a five-year period in core academic content areas.*
- *Teachers use assessment data to plan or modify instruction.*

Goal 1 Strategies

- 1.1 We deliver a K-12 curriculum that is aligned with college and career readiness and the state standards.
 - 1.1a Ensure a strong focus on core instruction in all content areas.
 - 1.1b Ensure a strong focus on reading and writing at all levels and all content areas.
- 1.2 We will use a system of early intervention and multi-tiered supports.
 - 1.2a Implement and continuously improve a system for Positive Behavior Instruction and Support (PBIS) to teach learning behaviors.
 - 1.2b Implement and continuously improve a Multi-tiered System of Support (MTSS) for early detection and intervention on behalf of students not achieving expected outcomes.
 - 1.2c Utilize a Problem-Solving Process to identify and implement student-specific supports for academics and behavior.



- 1.3 We provide professional learning resources to support educators in instructional growth through building, district, and county structures within the context of school improvement planning and a collaborative culture.
- 1.3a Professional Learning Standards guide staff development
 - 1.3b Wednesday Professional Learning time provides opportunity for intentionally planned collaborative learning and data review cycles
 - 1.3c Coaching of principals and teacher leaders supports professional growth
 - 1.3d Teacher leadership model identifies learning targets for the classroom
 - 1.3e Alignment of professional learning to state curriculum
- 1.4 Assessments will be used to guide teaching and learning.
- 1.4a Develop a common understanding of assessments and their purpose.
 - 1.4b Develop and refine district assessments so they are congruent with learning expectations and reporting systems.
 - 1.4c Use ongoing assessment data to inform daily instructional decisions.
- 1.5 We will intentionally gather and analyze evidence using sustainable, consistent methods to improve teaching and learning.
- 1.5a Utilize a data warehouse to store and retrieve multiple data sources that allow us to have a comprehensive understanding of the progress of: each student, student subgroups, academic areas, behavior patterns, as well as systems and processes supportive of learning.
 - 1.5b Student outcome and process implementation data will be gathered and organized into an assessment calendar.
 - 1.5c Multiple pieces of evidence will be housed and available for teacher analysis.
 - 1.5d Develop reporting systems to provide students, teachers, and parents with evidence of student achievement reflecting learning expectations.
 - 1.5e Evidence must inform classroom practice, professional learning, and organizational decisions across the K-12 system.
 - 1.5f We will be transparent about our purpose and collaborative in our use of evidence.
 - 1.5g We will evaluate and revise the effectiveness of the teaching and learning goals, strategies and action plans through the District and School Improvement Plans.



- 1.5h In accordance to Public Act 257 Section 1249.(1), annual teacher and administrator evaluations are linked to student growth.
- 1.6 We will prepare staff and students to apply technology to access, evaluate, organize, and use information.
 - 1.6a Integrate technology into curriculum planning and delivery to increase student achievement.
 - 1.6b Provide opportunities for specialized or rigorous courses and curriculum through technology.

Goal 2: Holt Public Schools will build and maintain partnerships of integrity and trust with the Holt Community.

Indicators of Success:

- *Community members indicate verbally or via a survey that they are well informed about the issues of the district and have opportunities to provide suggestions.*
- *Community members indicate verbally or via a survey that they feel listened to and respected as participants through district communication opportunities.*
- *Increased participation in the schools and activities.*

Goal 2 Strategies

- 2.1 Two-way communications will keep staff, students, parents, and community members informed and involved in Holt Public Schools. The Board maintains that increased, proactive, and consistent communications are broad in nature (multiple ways) and will promote awareness.
 - 2.1a Refine approaches to ensure two-way communication with the Holt Public Schools Community.
 - 2.1b Establish consistent, on-going methods for sharing information with parents.
 - 2.1c Maintain an atmosphere which nurtures positive staff morale to help provide an exceptional learning environment.



GOAL 2.1 Action Steps:

- Develop a strategic plan for communication at the building and district level that is proactive communication such as being prepared to respond to the media and other stakeholders.
- Create step by step procedures and training to support strengthening our communication plans.
- Develop a standing communication committee to make these things occur. We may need people to volunteer to do this work.
- Strengthen communication so that it is two-way. *We need to communicate out and we need to get feedback and have forms of communication from the community that is proactive.*
- Create engaging interaction with our community and stakeholders that involves building consensus and checking for their understanding.

2.2 We will increase community involvement in Holt Public Schools.

- 2.2a Enhance avenues for parental involvement.
- 2.2b Continue and/or expand collaborative and innovative partnerships with outside agencies and other schools.
- 2.2c Utilize marketing strategies to brand the Holt Advantage (*e.g., providing students with multiple opportunities to be successful*).

GOAL 2.2 Action Steps:

- Have community members complete surveys
- Place a section in to the RAMS Quarterly called “Did You Know” to highlight/showcase good things occurring in our district i.e. student achievement
- Marketing the good things that we are doing in our district
- Determine other ways to market the Holt Brand
- Determine cost efficient ways to pay for marketing the Holt Brand



Goal 3: The Holt Public Schools financial status will be strong and viable to support student learning.

Indicators of Success:

- *The district shows by audit an undesignated fund balance for cash flow purposes of at least 10%. These parameters acknowledge and encompass Fund Balance Policy #3200 (see attached).*
- *Additional sources of revenue are pursued and/or researched to support district operations that improves student learning.*

Sub Indicators:

- *The retention of students through graduation*
- *Holt will be a desirable place where families want to attend*
- *Increased student enrollment that stabilizes revenues*

Goal 3 Strategies

- 3.1 Ensure that all assets of the district are safeguarded and maintained; the targeted undesignated fund balance will be at least 10%.
 - 3.1a Use strategic resources and time to continuously engage and retain revenues, students, and families in our communities.
 - 3.1b Standardize purchasing processes and procedures that ensure timely, accurate, and cost effective purchasing.
 - 3.1c Obtain additional net revenues by ensuring cost effectiveness and efficiency.
 - 3.1d Utilize technology to enhance proficiency and productivity that minimizes the overall expenditures of the district.
 - 3.1e Ensure adequate resources are available for one-time expenses/projects.

GOAL 3.1 Action Steps:

- Analyze enrollment data to understand population, retention, exiting trends of our students.
- Begin to infuse conversations that provide student pathways



- Provide students with opportunity information as they matriculate through the grade levels.
- Have families and the public working on the district's behalf (e.g., placing signs in families' yards that read "ask me about Holt Public Schools")
- Have various stakeholders wear buttons to special events that says "ask me about...", there could be several buttons that get at the myriad opportunities available to students in Holt

Goal 4: Holt Public Schools will create and sustain a learning environment that understands, respects and celebrates diversity.

Indicators of Success

- *Students express comfort in growing and learning in Holt Public Schools*
- *Parents acknowledge Holt Public Schools as a fair and equitable place for their children's academic, social and emotional growth.*

Goal 4 Strategies

- 4.1 Staff and administration will promote, support, and celebrate an understanding of and respect for diversity in our schools and community.
 - 4.1a Curriculum will embrace diverse perspectives and experiences.
 - 4.1b Administration will establish and promote guidelines that foster positive relationships among participants, students, and audiences during school/community events.
 - 4.1c Professional learning for all district employees will address issues of diversity.
 - 4.1d Administration will promote the Holt-Diamondale School Community as an inclusive place to live and work.
 - 4.1e Administration will be proactive in hiring and retaining diverse staff.
- 4.2 Staff will understand, teach, and model the importance of and respect for individual differences.



- 4.2a Staff will foster an environment that is inclusive and respects all students and parents.
 - 4.2b Staff will treat each other with professionalism and be respectful of individual differences.
 - 4.2c Staff will reflect, evaluate and modify practice, demonstrating an understanding of diverse perspectives.
- 4.3 Staff and students will understand the value of and demonstrate respect for individual differences.
- 4.3a Students will have opportunities to develop positive peer relationships within **and outside** the district.
 - 4.3b Students will have opportunities to understand, value, and celebrate the contributions of diverse individuals in our multi-cultural society.

GOAL 4.3 Action Steps:

- We will work to understand the global concept of diversity and all of its nuances
- We will help our community understand our SOC population
- We will address issues associated with diversity by examining our processes, practices, beliefs, and assumptions.

**The goals were derived from legislation (accountability expectations), board policy, student demographic considerations, and the ongoing challenge regarding communication.*