

HOLLAND PUBLIC SCHOOLS STRATEGIC PLAN 2010-2015

VISION STATEMENT

To be THE schools of choice in the Holland community

MISSION STATEMENT

Holland Public Schools believes in an uncompromising commitment to student achievement and an unending quest to maximize student success. In partnership with our parents and community, we provide opportunities and high quality education to ALL students, which will allow them to reach their full potential and prepare them for the future.

LEARNER OUTCOMES

- Effective Communicators
- Complex Thinkers
- Quality Producers
- Responsible Citizens and Leaders
- Self-Directed Learners
- Collaborative Team Members

ACADEMIC/PROGRAM GOAL: Holland Public Schools will provide 21st Century curriculum, instruction, program evaluation, and exemplary extracurricular programs with an emphasis on accountability to academic achievement and instructional excellence.

OBJECTIVES

- I. To establish Holland Public Schools as the leader for providing a diversified school system to prepare all learners to be globally competitive, equipped with 21st Century learning skills and academic mastery. At the fundamental core, teaching and learning will transition from consumption of knowledge to production of knowledge. The curriculum will integrate more project-based learning initiatives of real-world relevancy aimed at engaging students. A changing world of technology devices will be used as the tools that enhance the ability to create, communicate, collaborate, and think critically.

Strategies

- A. Holland Public Schools will establish 21st Century learning environments across the District PreK-12.

Action Plan

1. The 21st Century classroom will be designed and equipped to support learning that encourages collaboration, creative problem-solving, critical thinking skills, and presentation of learning on project teams. Students will move from consumers to producers of information.
2. Classrooms will employ and support the technologies students use every day.
3. Classrooms will become flexible learning environments that ensure there is no front or back of the room, rather, an environment with furniture that is easily moved into different project orientations, as well as provides comfort to the learner.
4. Students will be surrounded by readily accessible curriculum through display, discussion, and interaction.

5. Teachers will become facilitators both inside and outside of the learning environment. Learning will no longer be dependent on the teacher alone for the acquisition of knowledge (blended instruction, online learning, etc.)
 6. Teachers will move beyond “providers of content” to “providers of context.”
- B. Holland Public Schools will develop evaluation tools that focus on everyone as a learner with measured growth over time.

Action Plan

1. Assessment systems will provide immediate feedback to the evaluator-online assessment and progress monitoring.
 2. Assessment systems that adjust to the learner to provide the most accurate level of performance will be employed.
 3. Measurement of core content through standardized assessment practices will also include 21st Century learning skills (oral/written communication, collaboration, critical thinking and problem-solving in project teams, and presentation/production of learning) through the development of comprehensive rubrics.
 4. Measurement of teacher and district leadership performance will include the analysis of student achievement data growth, implementation of 21st century teaching and learning practices, and supporting the integration of core-content into relevant real-world learning.
- C. Holland Public Schools will implement professional development that supports all learners in the organization to progress from awareness-exploration-infusion-integration-refinement of 21st Century learning.

Action Plan

1. The implementation and integration of 21st Century curriculum, instruction, and assessment practices will be supported by deep and sustained professional development of instructional leaders and teachers using a tiered coaching model that supports the learning experience, enhances the learning experience, and transforms the learning experience.
- D. Holland Public Schools recognizes that parent engagement is critical to the overall improvement of academic performance in a 21st Century learning environment and will implement strategies to support their involvement.

Action Plan

1. Each building program will be accountable to consistent use of district communication to support their learners through media such as parent portals and various forms of electronic/digital communication.
 2. Parents will be oriented on the monitoring and supervision of technology use in the home and other community-based learning labs.
 3. The District will encourage and support attendance at specific parent information workshops on the effective use and understanding of an integrated curriculum using technology as a tool to enhance learning.
 4. The District will encourage and support assistance in the appropriate and acceptable use of student devices and the care of such devices both in and out of school.
- E. Holland Public Schools will develop, integrate, and evaluate curriculum that supports 21st Century learning outcomes.

Action Plan

1. Holland Public Schools will continue to evaluate and study 21st Century Curriculum/Learning Outcomes that are aligned with the National and Michigan Educational Technology Standards (NETS/METS) that include topics of:

- Global awareness
- Financial, economic, business and entrepreneurial literacy
- Creativity and innovation skills
- Critical thinking and problem-solving skills
- Accessing and analyzing information
- Communication (oral, written, and digital) and collaboration skills
- Information literacy
- Media literacy
- ICT-Information and communications technology literacy
- Flexibility and adaptability
- Initiative and self-direction
- Social and cross-cultural skills
- Productivity and accountability
- Leadership and responsibility
- Modules based upon the achievement needs of the learner
- Integrated curriculum of rigorous academia
- Project-based learning

II. Holland Public Schools will exceed state and national student achievement standards in all academic areas.

Strategies

A. All Holland Public Schools' buildings will exceed Adequate Yearly Progress indicators every year.

Action Plan

1. The Administration will work with teachers to develop individual academic plans for students not meeting this goal as progress is monitored throughout the school year.
2. The effectiveness of the VR Tech High School program model will be evaluated annually via objective measures developed by the Administration. Measures will include: meeting the requirements of Adequate Yearly Progress, graduation rate, course completion rates, attendance, and student behavior.
3. The effectiveness of the New Tech High School program model will be evaluated annually via objective measures developed by the Administration. Measures will include: performance on local, state, and national assessments; meeting state targets for Adequate Yearly Progress in all evaluated subject areas as grade levels are added to the program, meeting the goals of the New Tech Program, number and description of community partnerships, student and parent feedback, successful completion of courses, number of students enrolled in the program, and attendance rates.
4. Evaluate and explore technology-based learning options and opportunities to significantly increase technological literacy across Holland Public Schools through an integrated 21st Century curriculum and project-based learning.

Outcomes

- Holland Public Schools will improve its graduation rate, showing consistent improvement each year, reaching a minimum of 80% by 2014, followed by continued growth to 100%.
- All students will experience a minimum of one year's academic growth as measured by board-approved standardized tests or, in the case of students with IEPs, the annual growth goals stated therein.

B. The Administration will develop evaluation tools that include measures of student achievement.

Action Plan

1. The identified evaluation tools will include an analysis of the percentage of students attaining one year's academic growth.
2. Coaching strategies and professional staff development will be developed and implemented for staff members not meeting the goals of increasing student performance by one year for all learners.

III. Holland Public Schools will provide varied and multiple opportunities for students both in and out of the classroom, enabling them to expand their educational experience and increase their potential for lifelong success.

Strategies

A. The Administration will ensure exemplary system-wide extracurricular programs, which foster a culture of pride among students, staff, parents, and community members.

Action Plan

1. The Administration will develop measures to evaluate extracurricular programs based on participation and/or success (as appropriate), and use these measures to determine whether to continue funding for these programs and how to improve, alter, add, or restructure identified programs.
2. The Administration will develop and implement a plan to increase and improve communication about Holland Public Schools' extracurricular programming to garner community support, increase participation, and instill a sense of pride and ownership.

B. The Administration will encourage and support student participation in Advanced Placement classes.

Action Plan

1. Assess the current demographics of our community and maximize academic potential for all students to be represented in honors and advanced pathways with support beginning in the early years.

C. The Administration will explore and implement innovative partnerships to prepare students to successfully compete in a global marketplace.

Action Plan

1. The District will build on existing and establish new collaborative academic partnerships with community-based higher education institutions to develop and deliver 21st Century learning opportunities.

2. The District will build on existing and establish innovative partnerships with the community that provide unique learning opportunities and alternatives for college and career readiness.

CULTURE/COMMUNICATION GOAL: The culture of Holland Public Schools will be defined by customer satisfaction, cultural inclusion and community partnerships.

OBJECTIVES

- I. Holland Public Schools will acknowledge and demonstrate the importance of internal and external customer satisfaction.

Strategies

- A. Holland Public Schools will provide effective, timely and relevant communication to students, parents, staff and community.

Action Plan

1. Progress on the District's Strategic Plan will frequently be communicated with our constituency groups.
 2. Timely and thorough information will be made available to parents using a variety of media.
 3. Holland Public Schools will acknowledge and demonstrate the importance of internal and external customers by developing and implementing district-wide accountability measures.
- B. Two-way dialogue that is open, honest and informative will continue to be a priority for Holland Public Schools.

Action Plan

1. A user-friendly website will be developed and maintained by the District.

- II. Holland Public Schools will place significant importance on community ties and cultural traditions in developing meaningful partnerships to enhance learning opportunities that add value to our neighborhoods and community.

Strategy

- A. Establish learning experiences that promote cultural competence and acceptance as essential to life-long success.

FACILITY GOAL: Holland Public Schools will provide facilities that are designed to maximize security and safety, 21st Century learning environments, energy efficiency, use of taxpayer dollars, healthy learning environments, and use of buildings as teaching tools.

OBJECTIVES

- I. Holland Public Schools will establish a facility improvement plan that aligns with the District's Strategic Plan and recent passing of Bond Proposal I and Bond Proposal II in May 2010.

Strategies

- A. Holland Public Schools will employ architects and engineers, construction management firms, and contractors which complement and are held accountable to the strategic plan facility goals.
- B. The Administration will involve various stakeholders representing a broad constituency of the community in the design, form, and function of building facilities.
- C. The Administration will develop a master facility plan that analyzes the current status of District facilities with recommendations for future programming and use.
- D. Holland Public Schools will examine, evaluate and implement measures to maximize energy efficiency and reduce operational costs in all of the District's facilities.
- E. Security and safety will be maximized through secure entries, high degree of visibility, traffic flow patterns, and improvements to security through technology.
- F. 21st Century learning environments will be maximized through flexible learning spaces, a variety of learning spaces, wireless technology, seamless use of technology, student-centered spaces, and celebration of excellence.
- G. Energy efficiency will be maximized through high performance lighting, well-designed building shells, efficient windows, entries with vestibules, water efficiency, day lighting, building controls, reflective roofing material, insulation, geothermal heating and cooling, energy efficient mechanical systems, ecosystem protection, and proper commissioning were applicable.
- H. Taxpayer dollars obtained through the passing of Bond Proposal I, Bond Proposal II, and Sinking Fund Dollars will be maximized through the joint use of space, life-cycle cost analysis, minimization of waste, minimization of utility costs, and long-term warranties where applicable.
- I. Healthy learning environments will be maximized through thermal comfort, indoor quality, and quality acoustics where applicable.
- J. Buildings as teaching tools will be maximized through energy monitoring, native plantings, recycling programs, and renewable energy where applicable.

FISCAL GOAL: Holland Public Schools will establish and manage a fiscally responsible operational budget.

OBJECTIVE

- I. Establish and maintain a minimum fund balance of 6% as determined by the Board of Education on September 17, 2007, [Policy 6105] to responsibly operate the District.

Strategies

- A. Holland Public Schools will work collaboratively as a community to identify and access additional alternative funding sources.
- B. Holland Public Schools will aggressively focus on increasing total student enrollment to sustain a healthy school system that positively impacts the vitality of our community.

Action Plan

- 1. The District will involve Holland Public Schools' Board, staff, parents, students and our community in showcasing the pride of our past traditions and the potential for our future through ongoing communication vehicles and visual media.
- 2. The District will build on the strengths of Holland Public Schools' academic and extracurricular programs to establish and communicate clear distinctive benefits that will influence parent choice.

- C. Holland Public Schools will design and maintain affordable facilities that will be vibrant centers of learning by meeting the needs of 21st Century learners, modeling environmentally responsive behavior, and reducing the operational costs of District facilities by 20% by 2014.
- D. The Administration will assess current collaborative arrangements with other school districts (and other entities) and look for further opportunities to reduce operational costs or increase service through effective collaboration. Ineffective collaboration will be discontinued or revised to increase their efficacy.
- E. The Administration will assess opportunities to reduce costs or increase revenue in order to eliminate the structural operating deficit and maintain a long-term fund balance of no less than 6% of District expenditures. Personnel costs (salaries and benefits) will be reduced until they are less than 84% of the District's total General Fund expenditures.

Affirmed and Adopted by the Board of Education on December 20, 2010.