



Dowagiac Strategic Plan



2005-2010

Peg Stowers, Superintendent



Message From the Superintendent

“Building on a Tradition of Excellence” reflects the commitment of the continuous improvement process the Dowagiac Union Schools utilizes to ensure current and future quality educational programs for its students. The Board of Education along with staff in their efforts to ensure a quality educational experience for current students and the 21st century students initiated Strategic Planning. This plan was designed to recognize the Dowagiac Union Schools’ vision, mission, tenets, and goals. Stakeholders in this process, parents, community members, students, staff and the Board of Education, worked together analyzing district data and a comprehensive district survey prior to designing a district road map that will ensure our commitment to educational excellence. The 2006 – 2011 Strategic Plan was developed. This plan includes direction, systematic review cycles and provisions for revising this plan based on data.

Student Achievement is the major driving force behind this Strategic Plan. Fifty (50) plus members of this committee worked collaboratively through the process to develop all areas within the district to attain and promote the highest level of student achievement and district operations.

The Dowagiac Union Schools continues to celebrate its successes while also facing its challenges. Our Board of Education stands firm on its commitment to utilize our Strategic Plan as the driving force behind the continuous improvement process and data driven decision making. Common goals and beliefs promoting *Student Achievement* for every student maintain the direction and focus of this educationally sound institution.

This Strategic Plan reflects the vast amount of time, energy and support the advisory committee contributed to the initiative and its future. Their dedication and commitment to ensuring a future of quality education for our community’s youth is commendable. As our school community moves into the 21st century with its researched and data driven educational programs “Building on a Tradition of Excellence” will remain our goal.

Peg Stowers, Superintendent





Long Term Planning Grid

Dowagiac Schools 2006-2011 Long Range Planning Grid

Mission Statement "We believe that all individuals can learn. Our purpose is to educate all individuals to their maximum potential so they may lead productive, meaningful lives!"

	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011
Student Achievement Instructional Initiatives	Increase in Student Achievement	NWEA Growth Goals			
	High School Reform Restructure		K-16 Education		
	Research Special Programs: Migrant/Sped/Young Fives	Implementation of Plans			
School Climate Marketing	Technology Research	Technology Integration			
	Increase in Public Relations: NCA Outperforming Schools				
Personnel Organization	Increase School Safety	Background Checks			
	100% Highly Qualified	Diversity in Hiring			
Operations Facilities	Professional Development Support of all staff				
	Cost Analysis	Boundary Study	Possible Restructuring		
Finance Expense/Revenue	Upgrades	Update 20 year Plan			
	Research Budget Alternatives	R/E Analysis Establish Pros/Cons	3 year stabilization Balanced Budget Revenue=Expense		

- Curriculum/Instruction Goal:** Students will work independently and collaboratively to become successful lifelong learners.
- School Climate Goal:** Continuously improve the educational environment for our students, parents and staff.
- Personnel Goal:** To continue to recruit and secure highly qualified staff in all areas of hiring.
- Finance/Operations Goal:** To increase revenues and efficiencies.





Strategic Planning Model

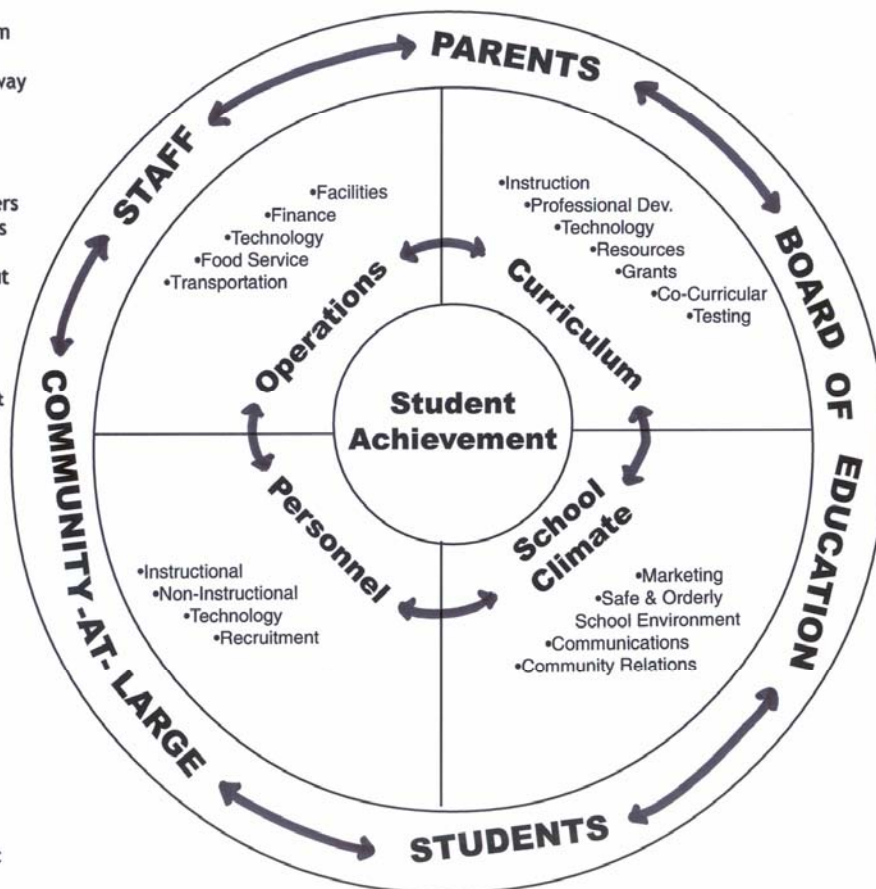
3-5 Yr. Strategic Plan Model for Dowagiac Union Schools

PURPOSE:

Framework for long-term systemic change in a proactive, measurable way

BASIC TENETS:

- ⇒ The process must be collaborative-- involving stakeholders
- ⇒ Input--All stakeholders must be given opportunity for input in all core areas
- ⇒ The process is data-driven
- ⇒ The process will include evaluation & retooling



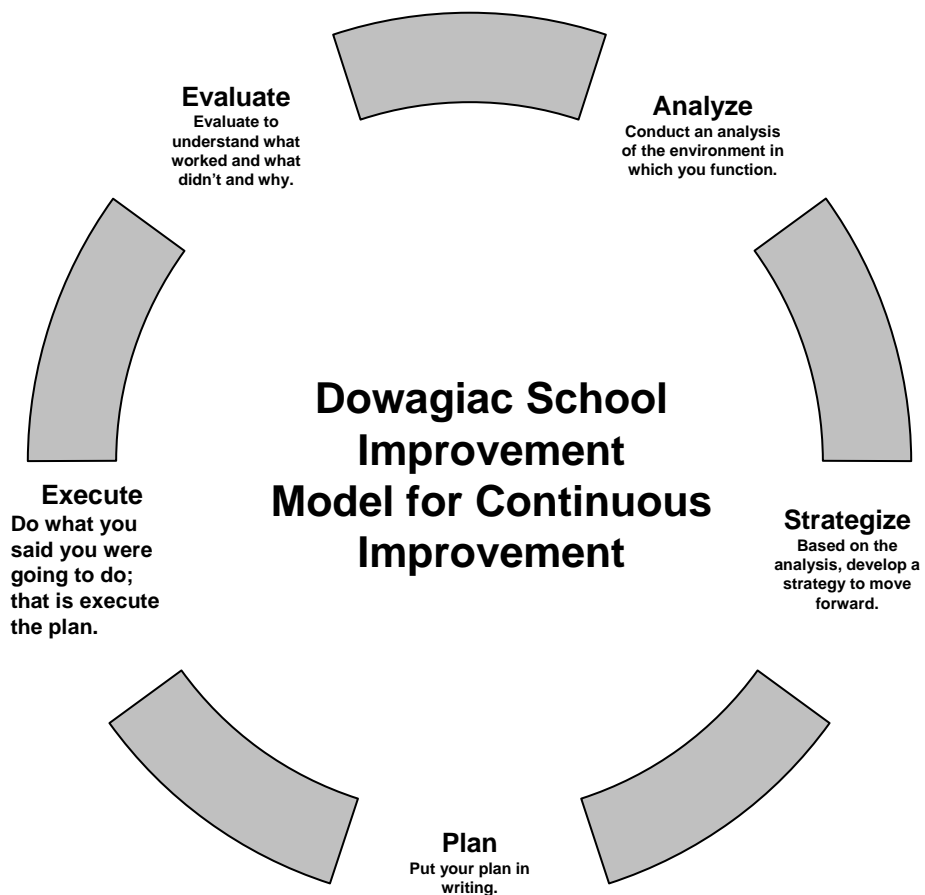
NOTE: Items listed in each core area are suggestions. They may be amended in discussions while developing the Strategic Plan.

Rev. 11/02/04dJh





Data Driven/Continuous Improvement





Mission

- “We believe that all individuals can learn. Our purpose is to educate all individuals to their maximum potential so they may lead productive, meaningful lives.”

Core Beliefs

We believe.....

- 1. that education is a life-long process.
- 2. that we establish a learning environment whereby all students shall have equal opportunity to reach their potential.
- 3. that we strive to prepare our students to be productive members of an ever-changing global community.
- 4. that “continuous improvement” is essential.
- 5. that the educational process is a shared responsibility among students, parents, staff, and our community.
- 6. in a positive, safe, learning environment.





Goals

- **School Climate:** Continuously improve the educational environment for our students, parents and staff.
- **Curriculum:** Students will work independently and collaboratively to become successful lifelong learners.
- **Operations:** To increase revenues and efficiencies.
- **Personnel:** To continue to secure and recruit highly qualified staff in all areas of district hiring.





Basic Tenets

- Collaborative-Meetings with staff, parents, students, community members.
- Input-Surveys, Meetings, School Improvement
- Data Driven-Surveys, NWEA, MEAP, Internal/External Studies
- Evaluation-Continuous Improvement Model





School Climate

Goal: Continuously improve the educational environment for our students, parents and staff.

Objectives:

- Safe/Respected Goal: To provide an environment where students, staff and parents feel safe and respected.
- Communication Goal: To improve communication with parents, staff and students.
- Student/Parent Involvement Goal: To increase student and parent involvement in the schools.
- Public Relations Goal: To improve public relations with community, staff, parents and students.



Curriculum/Instruction

Goal: Students will work independently and collaboratively to become successful lifelong learners.

Objectives:

- Math Goal: Students will increase understanding of math strands and be able to apply that understanding.
- Language Arts Goal: Students will improve reading comprehension.
- Language Arts Goal: Students will improve their writing for specific purposes which include using the writing process and constructed responses.
- Science Goal: Students will use their knowledge of science concepts to draw inferences and connections to real world situations.
- Social Studies Goal: Students will improve social studies using the core curriculum with focus on higher level thinking skills, analysis and evaluation by using the writing process.





Finance & Operations

Goal: To increase revenues and efficiencies.

Department Objectives:

- **Transportation:** Student safety on the bus.
- **Food Service:** Nutritional education of students.
- **Maintenance:** Safe, clean, efficient buildings.





Personnel

Goal: To continue to secure and recruit highly qualified staff in all areas of district hiring.

Objectives:

- Dowagiac will meet all NCLB highly qualified requirements for all core staff in addition to all current staff.
- Dowagiac will continue to work toward productive hiring practices to fill vacancies with highly qualified staff through recruiting, posting, interview teams and selection.





Strategic Planning

Goals:

To eliminate the extraneous.

To create a common ground (belief, mission, purpose).

To cause change and improvement.

To require the involvement of people.

To establish the rules of consensus.

Objectives:

- Strategic Planning Committee will meet twice a year to evaluate and update plan.
- District and Building School Improvement Plans will support the strategic plan.
- District and Building School Improvement teams will meet at least 5 times a year to evaluate and update plan.
- The format to be used for the plans must include the following so that evaluation of the plan occurs:

Action Strategies (Tasks)	Person Responsible For Implementing Strategy	Resources Needed to Complete Task	Budget Implications	Dates of Activity (start to end)	Monitoring Dates	Monitoring Indicators Indicators that point to success at the end of a strategy.
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Committee Members

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Larry Seurync

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