

OTSEGO PUBLIC SCHOOLS

Otsego's Pledge to Success

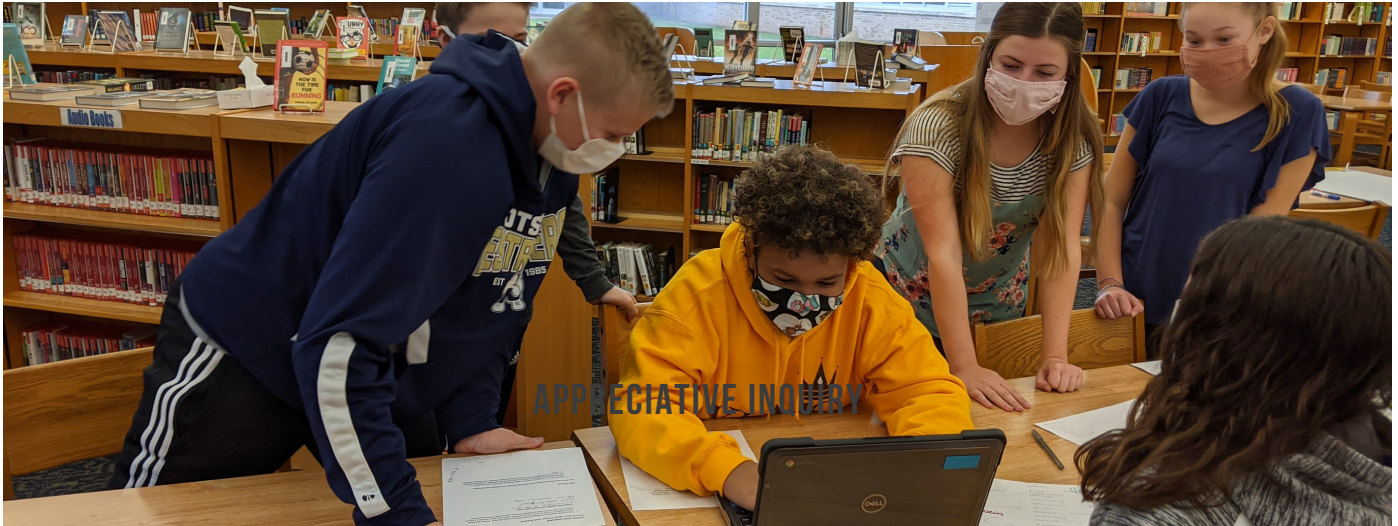
2022-2027 STRATEGIC PLAN

FOCUS AREAS

- Student Well-being
- School Culture & Climate
- Individualized Student Success
- Career Exploration / Engagement



THE PROCESS



Otsego Public Schools took a new approach to the work involved in creating a Strategic Plan—Appreciative Inquiry. Appreciative Inquiry focuses on strengths, and building upon positive stories and experiences, to create focus areas for the future. The process included three phases:

1 LISTENING & LEARNING

Otsego Superintendent, Jeff Haase, scheduled strategic planning work sessions with all stakeholders—staff, parents, students, and community. During these sessions, attendees shared personal stories of a positive experience they had at Otsego Public Schools and listed meaningful strengths of that story. In smaller groups, participants chose their top five meaningful strengths to share out and submit to the district. Using those stories and strengths, our stakeholders looked to the future to share their hopes and dreams and big ideas.

2 MEANING MAKING

Once all of our sessions were complete, Strategic Planning organizers mined through all of the data. Each submission of hopes and dreams and big ideas were categorized into focus areas. In all, eight focus areas were identified. Those were then put out to all stakeholders involved in the process to prioritize. With more than 250 responses, the top four become our framework for the next Strategic Plan.

3 THE PLAN

Stakeholders involved in the first two phases attended the Strategic Planning Retreat to dive into the details. Looking at the data from Phase 1 that fell into the main four focus areas, this group of 25 developed objectives and strategies to reach those objectives. This is the information you'll find in the following sections.

10
SESSIONS HELD IN
PHASE ONE OF THE
PROCESS. THIS
INCLUDED ALMOST 300
STAFF MEMBERS,
STUDENTS, AND
PARENTS.

250
SURVEY
RESPONDENTS TO
PRIORITIZE FOCUS
AREAS FOR THE
STRATEGIC PLAN.



OUR STRENGTHS



From the very beginning, this process was meant to focus on strengths. Appreciative Inquiry is purposely positive to build on strengths, not dwell on weaknesses. Creating a framework for building on strengths, gaps are filled with hopes and dreams and big ideas for a successful future. The top meaningful strengths from each session in Phase One (Listening & Learning) resurfaced during the retreat. Each of our four smaller groups created a top five list; as one large group, we looked at the commonalities to create one final master list that truly defined the current Strengths of Otsego Public Schools.

RELATIONSHIPS

Building positive relationships between all stakeholders creates trust and respect. It's vital for staff to connect with students, students to connect with each other, families to connect with staff, and so on. Creating those bonds opens the lines of communication and creates the compassion and encouragement needed for students to reach their full potential.

STUDENT-CENTERED FOCUS

Every decision at Otsego Public Schools starts and ends with students in mind. Our instructional methods focus on student learning versus teaching; our programs focus on student needs and interests, and we look to our students to drive what we do.

REAL-WORLD EXPERIENCES

From project-based learning in the classroom and innovative teaching methods, to field trips and exposure to the world around us, students gain real-world experiences they might not have ever had outside of Otsego Public Schools. This strength expands a student's mind to know that there's a vast world they can enter in the future.

COMMUNITY

The Otsego community is an integral part of our students' educational experience. Our students learn about our community, help our community, and learn from members of our community throughout their years at Otsego Public Schools; in turn, the strength of OPS is enhanced from the community's support of our students, staff, facilities, and initiatives. It all makes Otsego Public Schools a desired district for families and we could not provide all we do without our community members, businesses, and organizations.

WHOLE CHILD

Schools are charged with providing children an education, but at Otsego Public Schools, our students receive so much more. OPS is focused on the whole child and provides skills and knowledge for every aspect of life. Social-emotional support, life skills, character-building, and real-life experiences are part of the overall educational framework at Otsego.

EXPECT EXCELLENCE

Otsego's Vision Statement is "Expect Excellence"; it encompasses the expectations we set for others and those that we expect others to set for us. When we set the bar high, we reach it. We expect excellence of our kids, of our staff, of our district.



FOCUS AREAS



The Appreciative Inquiry process allowed Otsego Public Schools to see what areas meant the most to our stakeholders through the input we received. As participants told us the strengths of OPS and their hopes and dreams for the future of the district and our students, we identified different themes. We asked our stakeholders to prioritize eight focus areas; once completed, OPS chose the top four for this Strategic Plan. They are:

1. ***Student Well-Being***
2. ***School Culture & Climate***
3. ***Individualized Student Success***
4. ***Career Exploration / Engagement***

The following pages detail each of those focus areas, objectives, strategies to reach those objectives, and build upon the strengths of Otsego Public Schools for the next five+ years.



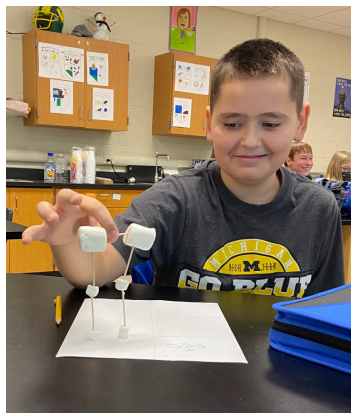
FOCUS AREAS

1 STUDENT WELL-BEING

A whole-child approach is taken with all students to provide innovative social-emotional programs and practices.

CREATE AN AFTER-SCHOOL RESOURCE CENTER

- Identify the scope of needs to be addressed.
- Create community partnerships to assist Otsego Public Schools as it develops new systems of support.



SUPPORT STUDENT WELL-BEING

- Create a resource room concept in each building.
- Professional development in trauma-informed practices
- Expand peer-to-peer concept for student well-being support
- Increase access points to communicate to staff, students and parents
- Ensure every child has an adult point person in their building through intentional relationship building

PROVIDE A SAFE, DIVERSE, AND INCLUSIVE ENVIRONMENT

- Identify existing learning opportunities where we can embed cultural diversity and inclusiveness.
- Identify resources that can be used in developing Diversity, Equity, Inclusion (DEI) education and awareness.
- Seek community partnerships to support education, awareness, and implementation efforts.

*No political agenda. Inclusive of all groups.



FOCUS AREAS

2 SCHOOL CULTURE & CLIMATE

All students, staff, families, and community members feel like their role matters in the success of students at Otsego Public Schools.

PROMOTE STUDENT VOICE

- Develop a framework where students' ideas are considered and encouraged.
- Host an activity fair for students and families to explore existing opportunities to get involved.
- Develop an annual survey to gauge students' feelings about school.
- Develop ways for all students to be involved in decisions about the culture and climate of their building.
- Create a student exploratory committee to see what's offered at other schools in order to expand opportunities for students.

CREATE A CULTURE OF GROWTH

- Encourage the pursuit of interests and initiatives for students and staff.
- Establish a yearly survey to gauge progress of growth and improvement.
- Build a continuous improvement team to maintain baseline data.
- Educate staff and students in growth-mindset.
- Continue the pursuit of establishing OPS as a High Reliability Schools (HRS) district.

FULLY IMPLEMENT CAPTURING KIDS' HEARTS

- Commit to train all new teachers and staff in Capturing Kids' Hearts (CKH) 1 during their first year of employment.
- Implore Process Champions to implement a yearly refresher for all employees at the staff kick-off event stressing the "why" and "non-negotiables" of CKH.
- Create awareness for students of the tenets of Capturing Kids' Hearts used in the classroom/building, ensuring they are familiar with the program.
- Create consistent expectations for CKH implementation and practice across the entire district.
- Continue to offer advancement opportunities for staff within the CKH levels; i.e. encourage others to become Process Champions, CKH leaders, etc.





FOCUS AREAS

3 INDIVIDUAL STUDENT SUCCESS

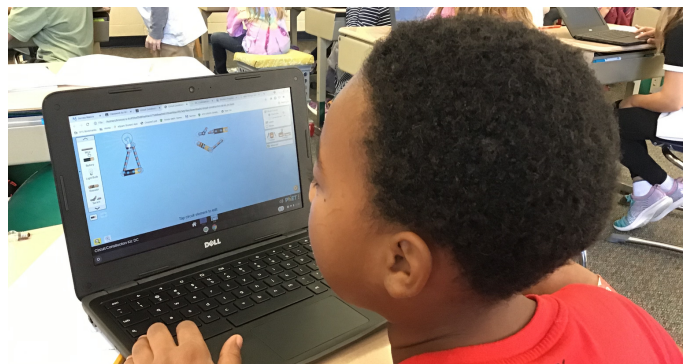
All students have access to a variety of experiences, courses, and guidance to develop an educational roadmap.

EVERY STUDENT LEAVES OTSEGO PUBLIC SCHOOLS WITH A PLAN

- Enhance Educational Development Plan (EDP) / Personal Portfolio Process to help students create robust portfolios before graduation.
- Assess professional development needs for programs that assist students in determining their career pathway.
- Annually review the OPS Career Continuum.
- Develop a Parent Communication Plan to involve them in their child's educational roadmap and personal portfolio.

CREATE STRATEGIES TO INCREASE STUDENT ENGAGEMENT

- Create a goal-setting process for students to promote ownership of their educational roadmap.
- Implement proficiency scales for student self-assessment.
- Promote a growth mindset among students and staff.
- Develop an annual student survey for input on curricular offerings and experiences.
- Develop an interactive module to better inform students and parents of course offerings.
- Increase professional development opportunities for staff focused on innovative instructional techniques.
- Bolster our Multi-Tiered Systems of Support to meet individual student needs for intervention and enrichment.
- Implement High Reliability Schools (HRS).





FOCUS AREAS

4 CAREER EXPLORATION & ENGAGEMENT

We will provide all students an innovative and relevant career and college readiness program.

PREPARE STUDENTS FOR THE 21ST CENTURY

- K-12 students will be assessed on Skills for Success on their report cards.
- Inventory existing programs that offer these skill sets.
- Make adjustments to current offerings based on a needs assessment from parents, students, staff, and local employers.
- Develop simulations that pertain to 21st century work and life skills.



EXPAND POST-SECONDARY CONNECTIONS TO CAREERS

- Hire a career and mentorship counselor.
- Implement annual Career Days at all levels, in person and/or virtual, and host a high school job fair.
- Encourage every content area to develop a career connection each trimester.
- Investigate Junior Achievement opportunities K-12.
- Enlist partners who can assist us with connecting students to career opportunities.

DEVELOP OPPORTUNITIES TO EXPLORE CAREER OPTIONS

- Provide every student with the opportunity to job shadow—global, local, etc.
- Freshmen will class shadow with a vo-tech student for a day.
- Middle school students will have the opportunity to attend an industry field trip each year.
- Think globally to host industry speakers for grades K-12.



GOALS & MEASUREMENTS

The four focus areas drive the plan to achieve the following three goals:

1 STUDENT ACHIEVEMENT

- Raise achievement levels for all students. — Otsego Public Schools will show growth from fall to spring as measured by the district's benchmark assessments.
 - All students graduating from Otsego Public Schools will exit with a defined Educational or Career plan. — Otsego Public Schools will measure the number of completed Personal Portfolios annually.
 - Outperform Peer Districts — Otsego Public Schools will outperform peer districts* based on standardized test results (M-STEP, MME, PSAT, and SAT).
- *Peer districts include other Michigan school districts with enrollment between 2,000 and 3,000 and a similar free and reduced lunch population.

2 CLIMATE & CULTURE

- Students, staff, and parents take pride in and feel connected to the district's positive culture. — Using annual climate and culture survey data for students, staff, and parents, Otsego Public Schools will annually increase the percentage of stakeholders who respond positively and will meet or exceed the 50th percentile (national average) for topics that have comparative data (this will require a national survey group).
- When appropriate, Otsego Public Schools will use qualitative measures such as focus groups to help identify what is contributing to areas of strength and opportunities for growth as indicated through annual climate and culture survey data.

3 STUDENT WELL-BEING

- Know every student by name, strength, and need. — Otsego Public Schools will annually increase the average score of respondents on student well-being related topics from the student, staff, and family climate and culture survey, and will meet or exceed the 50th percentile (national average) for topics that have comparative data.
- When appropriate, the district will use qualitative measures such as focus groups to help identify what is contributing to areas of strength and opportunities for growth as indicated through annual climate and culture survey data.