

Lakeview School District



Preparing Students for
Success in a Changing World




Strategic Plan
2019

Board of Education Mission & End Statements



The purpose of the Lakeview School District Board of Education is to represent the public's interest in providing equitable educational experiences in a safe learning environment that develop knowledgeable, healthy, responsible citizens who contribute and flourish in the global community.

Equity

Lakeview School District will provide equitable experiences for the high achievement of all students and staff with an emphasis on those who have been historically marginalized.

Responsible Citizens

Lakeview students and staff will demonstrate cultural and social responsibility as active, empathic participants in a democratic society.

Knowledgeable Citizens

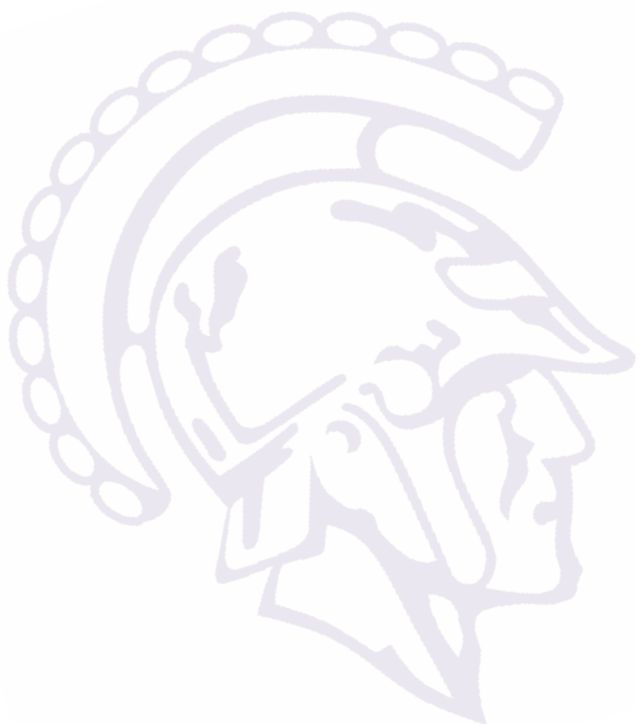
Lakeview students and staff will seek out and use learning experiences, information and ideas throughout their lives to positively contribute to the changing global community.

Healthy Citizens

Lakeview students and staff will exhibit behaviors that are socially, emotionally, mentally and physically beneficial to themselves and others.

Safety

Lakeview employees will work proactively and diligently to provide a safe physical and emotional learning environment for students and staff.



Your Voice Matters



The voices of students, families, educators, community members, and business leaders and community partners greatly influenced the development of this strategic plan. The following themes emerged from our stakeholder surveys, focus groups, individual meetings, and school board evaluation tool.

From Students

- Create opportunities for students to have strong positive relationships with teachers and support staff
- Create opportunities for students to experience the equity training that staff have experienced
- Ensure that all students are known, supported, and encouraged by the adults in the schools, resulting in a caring adult in every child's life
- Create career pathways that lead directly to post high school education or employment
- Provide academic challenges for all students, pushing all students toward excellence while providing the support each student needs
- Continue to update school facilities, especially classrooms, to provide the optimal education environment
- Continue to build a climate and culture of emotional security and support
- Focus on teachers explaining the "why" of what students are learning

From Families

- Increase supports for students' emotional and mental health needs
- Increase communications with all parents, especially regarding how to help students at home
- Provide more resources for parents who do not speak English to support involvement in their students' education
- Create career pathways and ensure students have a pathway post high school
- Continue to update facilities for optimal educational environment
- Provide opportunity for students to learn about the negative effects of social media, especially regarding bullying, gossip, and verbal abuse
- Provide more opportunities for advanced students, especially at the K-8 levels
- Make sure that equity education means raising rigor for all students

Your Voice Matters



**We want to know the “why” of what we're learning.
How will this help us now and in our future?**



- Lakeview Student

From Educators

- Focus on a few initiatives that are research based and show the most promise in raising achievement for all
- Provide more time (at least 60 continuous minutes) for Professional Learning Communities
- Secure new K-6 English Language Arts materials that follow the newest research in reading education
- Continue and increase emotional and mental health services and support for students
- Continue with Positive Behavior Intervention Support (PBIS) and Restorative Practices K-12 to create a positive culture and climate in the building and classrooms
- Continue with culturally responsive classroom professional development as it relates to high quality classroom instruction
- Develop K-8 opportunities for advanced students
- Update classrooms to provide an optimal educational learning environment for students

From Everyone

- Ensure high standards and expectations for everyone with appropriate support
- Develop career pathways
- Update classrooms and facilities for flexible learning and current research-based instruction
- Build strong relationships between students and adults, between students and students, and between adults and adults
- Increase opportunities for advanced students in grades K-8
- Avoid too many initiatives resulting in 'initiative fatigue'
- Continue initiatives that create a positive educational climate and culture
- Focus on emotional and mental health support for all students and educate on the impact of social media

Strategic Plan 2019

Equity Goal



All students and staff will receive equity education and understand how true equity leads to higher achievement for all students.

Knowledge Goal



Lakeview will be the top performing district in Calhoun County and with like districts (demographics, social/economics) in Michigan.

Health Goal



All schools will have a positive climate and culture centered around common expectations with proper emotional and mental health supports.

Responsibility Goal



All students and staff will have opportunities to grow holistically, academically, and professionally.

Safety Goal



Lakeview employees will work proactively and diligently to provide a safe physical and emotional learning environment for students and staff.

Equity Goal



All students and staff will receive equity education and understand how true equity leads to higher achievement for all students.



Current Reality

For the last five years, the district has engaged with different partners to train teachers, administrators, and Board members regarding equity in education. In the 2019-20 school year, all teachers received professional development on implicit bias, microaggressions, color-blindness, and culturally responsive teaching.

Measures of Success within Three Years

- All Lakeview students will have an education on recent, relevant equity topics including implicit bias, microaggressions, and color-blindness
- All Lakeview parents will have equal and equitable access to resources to help their children
- All Lakeview teachers will have equity professional development on an ongoing basis that leads to closing the achievement gap and increasing achievement for all Lakeview students
- All non-English speaking Lakeview parents and students will have access to materials and resources for student success

Strategies for Reaching Our Goal



Teacher Professional Development

The Curriculum and Instruction Department, with equity leaders, will build upon the equity professional development from the last five years to create:

- Tiered levels of professional development based upon teacher need and readiness
- A five-year probationary teacher professional development program
- A micro-credentialing system of professional development

K-12 Equity Curriculum

An equity curriculum committee will be formed to revise curriculum to include equity education K-12 and to provide a plan for full implementation in 2021.

Parent University

Opportunities and resources will be developed to support parents with children ages birth to 12th grade to be actively involved in their child's education.

- Provide opportunities for parents who do not speak English
- Create ongoing dialogue within the district to meet the needs of parents to help their children

English Language Learner Support

Additional academic focused support will be provided for students and parents for whom English is their second language.

- Create parent groups for Burmese and Hispanic parents
- Work to create liaison positions and partnerships for Burmese and Hispanic parents
- Increase accessibility to translated district documents and materials

Knowledge Goal



Lakeview will be the top performing district in Calhoun County and with like districts (demographics, social/economics) in Michigan.



Current Reality

Lakeview has been one of the top performing school districts in the county, but not in all areas or at all grade levels. Our 7th and 8th grade English scores are top in the county and some of the top in like districts. Lakeview High School has won the Advanced Placement Honor Roll Award. While the majority of students experience strong academic success, not all students are achieving. Our achievement gaps for African American, low socioeconomic, Hispanic, and special education students have grown. If these gaps are not addressed in elementary schools, they will continue to grow or become more difficult to close.

Measures of Success within Three Years

- All buildings, grade levels, and sub-populations will meet or exceed like districts M-STEP proficiency
- All classes will have meaningful, understandable, and relevant essential learnings that are posted online
- Instructional coaching will be consistent around the district and lead to consistent core instruction (Tier 1) across the district
- All teachers, students, and parents will be able to track student mastery of essential learnings
- All assessments will directly relate to essential learnings and a high level of mastery (Depth of Knowledge (DOK) 3-4)
- The percentage of third grade students who are not proficient on the M-STEP English Language Arts test will be significantly reduced

Strategies for Reaching Our Goal



Essential Learning Standards

Every class will have essential learning standards – the “big ideas” or most important skills that every student will master – posted online for all parents and students to see.

- All teacher Professional Learning Communities (PLCs) will develop essential learnings within two years
- Learnings will be posted and updated online using the Atlas Rubicon system

Common Assessments

All essential learnings will have valid and reliable common assessments, both summative and formative.

- All PLCs will develop, within three years, district approved common assessments
- Teacher-written and standardized assessments will be used
- All assessments will assess for a high level of mastery (DOK 3–4)

Competency Based Tracking System

All common assessments will be tracked using an online data system.

- Mastery of essential learnings will be tracked online
- All approved assessments will be entered

Professional Learning Community Fidelity

A continuous system of tracking PLC progress will be implemented.

- A committee will make recommendations
- SMART goals will be the “essential learnings”
- All PLC leaders will receive ongoing PLC training

English Language Learner (ELL) Support and Leadership

ELL district leadership will be established.

- Funds will be used to provide district level leadership
- Leadership will recommend new or different supports needed

Instructional Coaching Model

A research based instructional coaching model will be developed and implemented K-12.

- Lakeview will partner with Michigan State University (MSU) to develop a model
- All instructional coaches will be trained in the MSU model and evaluated based upon it
- There will be yearly training and evaluation of the model

English Language Arts (ELA) Curriculum Review (K-6)

All ELA curriculum and materials will be evaluated based upon the Literacy Essentials standards.

- A district team will review with a research based rubric
- A recommendation will be made for adoption of new materials, updated curriculum, and timeline for implementation
- The district will financially support implementation and ongoing professional development

Increase all M-STEP scores to be one of the top school districts in our demographic

The district will match or exceed like districts proficiency on the M-STEP.

- All district initiatives must align with increasing student achievement, especially regarding achievement gaps
- Funds will be allocated based upon student achievement need

Decrease Achievement Gaps

The student achievement gap will be significantly reduced over the next three years.

- The district will exceed M-STEP proficiency of the top performing like districts for our sub-populations
- Multi-Tiered Systems of Support (MTSS) will identify research based interventions (Tiers II and III) to support more than a year's academic growth in a year's time

Health Goal



All schools will have a positive climate and culture centered around common expectations with proper emotional and mental health supports.



Current Reality

Over the last decade, Lakeview has added emotional and mental health services for students and families. The district added a Director of Behavior Supports position in order to create research based behavior intervention systems K-12. Behavior interventionists were hired for all buildings and trained in restorative practices, Positive Behavioral Interventions/Support (PBIS), behavior planning, and social emotional curriculum. Starr Commonwealth received a significant grant to partner with Prairieview Elementary. Grace Health started a medical and mental health care center at Lakeview High School. Summit Pointe, Grace Health, Starr Commonwealth, and the Battle Creek Community Foundation have worked with Lakeview to create an intervention team for cases that need ongoing community support.

Measures of Success within Three Years

- Referrals for higher level academic and behavior supports (Tiers II and III) will continue to decrease
- There will be less need for (Tiers II and III) academic support as achievement gaps close
- Parents will have quicker and easier access to quality mental health support
- College readiness, acceptance, and success rates will increase for at-risk populations
- Student behavior data (SWIS) will align with or surpass national averages
- Social emotional learning assessments (DESSA and TFI) will show continued improvement

Strategies for Reaching Our Goal



Social Emotional Systems K-12

The district will continue to create systems for behavioral and emotional supports.

- Fully implement Positive Behavior Intervention/Supports (PBIS)
- Continue implementation of restorative practices
- Integrate social emotional curriculum
- Use social emotional learning assessments (SWIS, TFI, and DESSA) with fidelity

AVID Program

The district will implement the AVID program to close achievement gaps and prepare students for college.

- Identify populations that are not achieving college readiness
- Implement in grades 7-12 within three years
- Commit to ongoing professional development for AVID teachers

Multi-Tiered Systems of Supports

All schools will implement a research based system of tiered academic and behavioral supports.

- Implement district wide child study process
- Implement research based academic and behavioral supports (Tiers II and III) such as Read 180 and System 44
- Focus on fidelity of standard classroom academic interventions (Tier I)

Mental Health Support

The district will connect with local mental health providers to create ongoing systems of support for students and families.

- Continue Summit Pointe and Grace Health counselors in schools
- Continue development of mental health provider group

Responsibility Goal



All students and staff will have opportunities to grow holistically, academically, and professionally.



Current Reality

Lakeview School District has been involved in multiple initiatives to help create responsible students who are ready for the world into which they will graduate. The Lakeview High School and Lakeview Middle School counseling departments have won state and national awards for their work with students. Our curriculum and instruction department has provided every new teacher Kagan training as well as continued culturally responsive teaching professional development.

Measures of Success within Three Years

- Every Lakeview graduate will be able to articulate their career plan, how they will achieve it, and the skills and “Spartan” qualities they have learned
- Any budget decision will be justified through the strategic plan
- New teachers will be able to articulate what being a Lakeview teacher means and how they are ready in their classrooms
- All probationary teachers will be able to articulate how their mentoring and professional development is helping them in the classroom
- Senior capstone experience will be in place for every student
- Starting in middle school, students will be able to talk about and identify career pathways of personal interest

Strategies for Reaching Our Goal



Budget Aligned to Strategic Plan

Budget decisions will be made based on implementation of the strategic plan.

- Superintendent will present to the Board, for each amendment and new budget, on how the plan is being supported
- Any changes to the budget will be given to the Board in terms of how the change supports the plan

Career Pathway System 7-12

Every student will graduate LHS with a career plan, experiences from grades 7 through 12 that support that plan, and a senior capstone experience.

- LMS and LHS staff will identify pathways that the school and the job market can support
- Lakeview will collaborate with local partners to create internship and coop experiences
- Every student will be required to have a senior capstone experience in their chosen pathway
- Every student will be able to articulate their post high school plan

New Teacher Induction/Mentoring Program

Every new teacher will participate in an induction program and will have five years of ongoing mentoring.

- First year teachers will participate in a five day induction program focused on culturally responsive teaching and best teaching practices
- Years two through five of the probation period will be crafted per individual and building need and may include micro-credentialing

“Portrait of a Graduate”

The district will define the skills and qualities every Lakeview student will achieve by graduation.

- A district committee will be formed to explore this
- Within three years, a system will be developed to show evidence that every graduate meets these requirements

Gifted/Talented Programming K-8

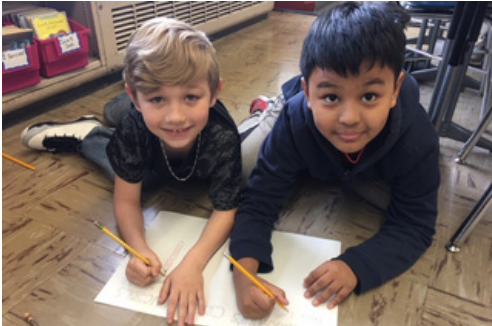
K-8 programming will be formed for students who need extension in their academic programming.

- Programming will not track or create segregation or a non-equitable environment
- Opportunities will be open to all students (inclusive) and participation will not be based solely upon standardized testing scores
- The programming will be research based and proven to move students forward academically
- Lack of access (transportation, technology, tutoring, etc) will not be a barrier to student participation

Safety Goal



Lakeview employees will work proactively and diligently to provide a safe physical and emotional learning environment for students and staff.



Current Reality

Lakeview has made significant facility improvements for safety and basic operations with the 2015 bond funds. Upon completion of the bond work in fall 2019, all schools will have air conditioning, updated heating and ventilation systems and LED lighting. Every main entry has been remodeled based upon national school security recommendations. All security infrastructure has been updated and an entire district security evaluation was implemented and followed. Battle Creek Police Department has partnered with the school district and a school resource officer is located at Lakeview High School full time. Lakeview Middle School has a full time retired police officer on site during the school day. The elementary schools no longer have art, music, or science on carts. The academic classrooms have seen little change or updates since the 1970s and some since the 1950s.

Measures of Success within Three Years

- Within 3-5 years, all classroom will have an optimal physical learning environment
- All families will be alerted in case of an emergency
- All major facility issues (such as roofs and parking lots) will be addressed or on a replacement schedule
- Classroom technology will be current and useful

Strategies for Reaching Our Goal



Five to Ten Year Facility Plan

- The district will have Plante Moran Cresa, Society of Manufacturing Engineers, GMB Architects, and Structure Tech provide building evaluations and 5-10 year recommendations
- By the 2019-2020 school year, a 5-10 year facility plan will be presented to the School Board
- A financial plan will be presented to the Board for consideration

Translation Services for Emergencies

- Our Burmese and Spanish speaking families will receive information in their primary language in case of an emergency

Classroom Design for Optimal Learning and Safety

- A committee was formed in the 2018-2019 school year to make recommendations for classroom renovations for optimal learning environments
- As part of the facility evaluation, the district will present to the Board what is needed for an optimal learning environment
- A financial plan will be put together to support the need

Holding Ourselves Accountable



This effort was not put into this plan so that it sits on a shelf or is referred to only on occasion. The goal is that this plan leads the work of the district for the next 3-5 years and is revisited and revised on a regular basis. This plan will be imbedded in all we do, and all the work we do as a district should point back to the plan. The following accountability measures will be implemented.

- An accountability scorecard will be developed and revisited with the School Board at least three times a year
- A progress report will be posted on the district website at least three times a year
- District goals will be approved and published by the start of the school year will directly relate to the strategic plan
- The National School Climate Survey will be done at least twice in the next two years
- The Superintendent will present to each building at least twice a year on the district's progress