



New Lothrop Area Public Schools

Strategic Plan Summary Document 2026-2031

Vision Statement

Educating, empowering, and inspiring students for life-long success.





Letter from Board President and Superintendent

2026-2031 Strategic Plan: Participants Help Shape the Vision and Targets for the Future of New Lothrop Area Public Schools.

This document contains the 2026-2031 New Lothrop Area Public Schools Strategic Plan. We're excited about this plan and the possibilities it provides for our students, parents/guardians and community to enhance education at New Lothrop Area Public Schools.

Eight community, parent/guardian and staff forums and an electronic survey resulted in **215** people providing input for the planning process. A Strategic Planning Team of 37 community members, parents/guardians, staff and alumni participated in an all-day planning retreat on April 25, 2026.

Throughout the planning process the community and staff expressed high expectations that New Lothrop Area Public Schools could become the "school of choice" in the area. The targets developed reflect the desire to embrace our mission and enhance the school system.

The following themes emerged from this process:

1. The future growth and success of the district requires support from students, families, staff, board, and community.
2. The District must proactively engage students, families, staff, community, businesses, and citizens around common targets and strategies to improve academic achievement and address the needs of each student.

Our Strategic Planning Team and Administration Team worked to develop the targets. We look forward to continuing to work in partnership with all sectors of our community to implement these targets and strategies.

Wendy Vincke, Board of Education President

Jay Larner, Superintendent





Introduction

Strategic Planning is the process of determining where an organization wants to be at some point in the future, and how it will get there. In the current environment where schools are challenged to do more each year, planning for the future is more important than ever. An effective strategic planning process results in stakeholders focusing on critical priorities that will meet the mission of a quality educational program for all students.

In November 2025, the New Lothrop Area Public Schools Superintendent and the Board of Education made a commitment to create a three to five-year strategic plan. The School Board created a partnership with the Michigan Association of School Boards to serve as facilitators for this project. The district, under the leadership of the Board of Education President and Superintendent, completed a process that was data-driven, inclusive of district input and focused on the priorities that will help the district succeed.

There were several criteria relative to the strategic planning process established by the School Board and the leadership team:

The process must be inclusive where all stakeholders have an opportunity to provide structured input.

- The School Board must be an integral part of the process, providing input, support, and commitment.
- There must be clarity in the respective roles of the School Board, administrators, staff, parents/guardians and community.
- There is alignment between the strategic planning process, current strategic initiatives, and critical issues facing the district.
- Timelines, responsibilities and reporting schedules must be built into the planning processes.
- There must be ongoing communication about the planning process with all internal and external stakeholders.

This strategic plan is a living document. It will serve as a 'road map' to future planning, resource allocation, staff development and decision-making over the next several years.

As part of the planning process, the mission statement, vision statement and belief statements were developed. Based on qualitative and quantitative data and utilizing the mission and belief statements; strategic goals and objectives were developed. Regular monitoring of progress and renewal is critical to the plan's success.





The Strategic Plan Process

This overview describes the planning process, including the survey, data analysis, planning team roles and responsibilities, and timelines.

Stakeholder Input

Input from students, parents/guardians, community and staff were gathered through a comprehensive electronic survey as well as a series of community, student and staff forums. The community engagement process was conducted to:

- Identify and assess strengths
- Gauge values and perceptions of the community
- Provide an opportunity for input
- Identify areas for improvement
- Gather data to use as a decision-making tool
- Develop communication plans and tools

The response rate of 215 indicates that the school community cares about the future of the district and desires to engage in the process of creating the future (see Attachment 1 for summary).



Local Area and School Demographic Data

An analysis of district demographics and quantitative data was completed. The analysis included demographic, enrollment, educational, financial and personnel trends over the previous five years, 2020-2025, as applicable, in comparison with districts selected by the Board and Administration and state averages, where available (see Attachment 2 for the data analysis summary). The reference districts used for New Lothrop Area Public Schools were Chesaning Union Schools (Saginaw ISD), Durand Area Schools (Shiawassee Regional ESD), Laingsburg Community Schools (Shiawassee Regional ESD), Montrose Community Schools (Genesee ISD), Pewamo-Westphalia Community Schools (Clinton County RESA).

Strategic Planning Team

A Strategic Planning Team was formed to take a primary role in developing the strategic plan. The team consisting of 36 parents/guardians, community members, board members, alumni, students and staff members, were selected with input from the Board of Education and administration. The team participated in a retreat workshop to develop a mission statement, vision, beliefs, and strategic targets. During the retreat, the team reviewed and discussed relevant quantitative and qualitative data as essential elements in the formation of target statements and objectives contained in this document (see team members on page 6).

Through this strategic planning process, the New Lothrop Area Public Schools Board of Education, Administration, Staff, and Community have illustrated a high level of care for the school, the community, and the students.

—Penny Kentish McWilliams, MASB Facilitator





Barb Andres	Taylor Copes	Jacey Kline	Jenn Otter	Joseph Toma
Valerie Baker	Jane Devota	Ashley Krupp	Vance Otto	Wendy Vincke
Bryan Bendixen	Adam Green	Kim Kuchar *	Wesley Peterman	Mark Wakefield *
Carrie Bennett	Kelly Green	Anna Kurney	Denny Ruddy *	Marty Weese *
JR Birchmeier	Nick Henige	Jay Larner *	Timothy Schmier	Rich White
Ray Birchmeier	Lena Huyck	John Long	Drew Severn *	
Tim Birchmeier	Melissa Jacobs	Merrick Matthews	Justin Skinner	
Brianna Cervoni	Jennifer Keeler	Sheila Mulcany *	Scott Sovis *	

Attended both the retreat and implementation meetings *

37 DEDICATED PARTICIPANTS





Retreat Workshop

A retreat workshop was held on April 25, 2026. The workshop covered included:

- An overview of the strategic planning process and timelines
- Superintendent report of current and planned initiatives
- An analysis of demographic, quantitative and qualitative data
- A review and renewal of the vision, mission and belief statements
- The establishment of strategic target areas and key objectives
- Assignment of planning team leaders to develop action plans for each goal and objective, including responsibilities, timelines and measurements

New Lothrop Area Public Schools 2026-2031 Strategic Plan Vision Statement:

Describes what you want to happen in the long term. It's a statement about your hopes and expectations for the future.

The vision statement below was validated during the Strategic Planning Team Retreat Workshop:

The Vision of New Lothrop Area Public Schools...

Educating, empowering, and inspiring students for life-long success.





Mission Statement:

Establishes, in the broadest terms, the purpose of a school district. It should answer the question “What ultimate end will the district pursue and in the broadest sense, how?”

The following mission statement was developed during the Strategic Planning Team Retreat Workshop:

Be EPIC!
Excellence in all
Pride in doing
Integrity in action
Community focused





Beliefs: The basic beliefs/core values of the district—those things that we believe of utmost importance, providing guidance for how we behave and relate to others.

The following beliefs were developed during the Strategic Planning Team Retreat Workshop:

At New Lothrop Area Public Schools, we believe:

- a safe environment promotes learning, growth, and success.
- in positive, meaningful relationships.
- all students can learn.
- in the value of extracurricular and co-curricular activities.
- collaboration between home, school, and community has a positive impact on student success.
- in academic excellence, character development, and leadership.
- we are the central hub of the community.
- in responsible allocation of resources.





2026-2031 Strategic Targets:

Strategic Targets:

Areas of priority importance in which the district will focus their work on over the next five years.

Strategic targets achieve the organization's vision, mission and beliefs.

Objectives are SMART—**S**pecific, **M**easurable, **A**chievable, **R**elevant and **T**imely

The following target statements and specific objectives were developed during the Strategic Planning Team Retreat and Implementation Workshops: (Refer to Attachments 3-5)

The target areas are categorized below:

2026-2031 Target Areas

- ☐ Academics and Programs
- ☐ Learning Environment and Culture
- ☐ Communication and Community Engagement
- ☐ Finance and Operations
- ☐ Personnel





New Lothrop Area Public Schools

TARGET STATEMENTS WITH FIRST YEAR OBJECTIVES

TARGET AREA 1:

Academics and Programs

STRATEGIC TARGET STATEMENT:

New Lothrop Area Public Schools will provide challenging and rigorous, individualized learning pathways for all students.

Priority Objectives:

1. Through Professional Learning Communities (PLCs), develop and implement a robust multi-tiered system of support that meets the needs of all students.
2. Conduct a comprehensive curriculum review and develop a consistent instructional framework.
3. Develop a comprehensive College & Career Readiness plan.



New Lothrop Area Public Schools

TARGET STATEMENTS WITH FIRST YEAR OBJECTIVES

TARGET AREA 2:

Learning Environment and Culture

STRATEGIC TARGET STATEMENT:

New Lothrop Area Public Schools will foster a safe, respectful, and collaborative environment.

Priority Objectives:

1. Enhance positive school culture through meaningful relationships, engagement, and expectations.
2. Develop and implement a district-wide Positive Behavioral Interventions & Supports (PBIS) strategies and Social Emotional Learning (SEL) integration.





New Lothrop Area Public Schools

TARGET STATEMENTS WITH FIRST YEAR OBJECTIVES

TARGET AREA 3:

Communication and Community Engagement

STRATEGIC TARGET STATEMENT:

New Lothrop Area Public Schools will provide a framework of collaboration, cooperation, and respect for all.

Priority Objectives:

1. Create a comprehensive communication plan that outlines key messages, communication channels, frequency, and responsibilities.
2. Form a Key Communicators Network (students, parents, staff, community members, etc.)
3. Strengthen relationships with local businesses, organizations, and community leaders.



New Lothrop Area Public Schools

TARGET STATEMENTS WITH FIRST YEAR OBJECTIVES

TARGET AREA 4:

Finance and Operations

STRATEGIC TARGET STATEMENT:

New Lothrop Area Public Schools will develop a long-term master site plan while maintaining fiscal stewardship.

Priority Objectives:

1. Conduct a Comprehensive Capital Needs Assessment and develop a multi-year Capital Improvement Plan.
2. Explore and develop a bond proposal.
3. Assess and improve building safety, security systems and emergency preparedness plans.



New Lothrop Area Public Schools

TARGET STATEMENTS WITH FIRST YEAR OBJECTIVES

TARGET AREA 5:

Personnel

STRATEGIC TARGET STATEMENT:

New Lothrop Area Public Schools will recruit, retain, and develop highly qualified staff to maintain a positive culture.

Priority Objectives:

1. Create a multi-year, districtwide professional development plan aligned to strategic targets and outcomes.
2. Build partnerships with colleges, universities to establish a pipeline of future educators.
3. Implement a structured onboarding, mentoring, and professional growth programs for all staff.



Strategic Plan Implementation

The implementation plan will be developed collaboratively by the superintendent and key staff members. Alignment with current school improvement plans will be an integral part of the implementation plan. The district priority targets/objectives identified during the strategic planning retreat will be translated into action plans with measurements, timelines, and responsibilities. A meeting will be held on June 8, 2026, to begin this work. Ongoing team meetings will continue to plan, monitor and adjust priority objectives.

Recommendations for keeping the momentum of the process are the following:

1. Finalize Targets/Objectives/Action plan
 - Measurements
 - Timeline
 - Responsibility
 - Resources
2. Develop reporting/board monitoring calendar
3. Develop communication plan
 - Community
 - Staff
4. Schedule Mid-year progress report
5. Schedule Annual Plan update





New Lothrop Area Public Schools Summary of all Responses

Question #1: What do we celebrate? What are we most proud of?

Academics & Programs

- Career Tech Programs
- Dual Enrollment
- Good Reputation
- Extra-Curricular Activities
- Athletics
- FFA
- National Honor Society
- Released Time Religion

Communication & Community Engagement

- Community Support
- Parent Engagement
- App for Communication

Culture & Learning Environment

- Safe Environment
- Small Class Sizes
- Sense of Community
- Students Free for Sporting Events
- Inclusive and Supportive
- Celebrate Students, Teachers, Sports

Personnel

- Talented/Caring Teachers
- Solid Superintendent
- Board of Education
- Dedicated Staff

Finance & Operations

- Fiscally Sound
- Wrap Line and Mexican Bar





New Lothrop Area Public Schools

Question #2: What are the opportunities? What needs our attention?

Academics & Programs

- Science and Social Studies Curriculum K-4
- Support for ELL students
- Support for Students with IEP or 504
- Aligned K-12 Curriculum
- Provide Elementary Art
- Support Band

Communication & Community Engagement

- Lack of Communication
- Parents unaware of Students Scheduling Classes

Culture & Learning Environment

- Enforce Cell Phone Policy
- Inconsistent Expectations and Consequences
- Use of Artificial Intelligence (AI)
- Sense of "Favorites"
- More Hands-on Learning

Personnel

- Low Staff Morale
- Hire School Nurse for Each Location
- Chain of Command
- Relevant PD for Staff
- People Wearing Many Hats
- Support Staff Academics
- Listen, Support and Trust
- Create School Board Operating Procedures manual

Finance & Operations

- Student Drop off/Parking
- Dated Technology
- Traffic Flow
- Auditorium Upgrade
- Location of Central Office
- Who Has Keys to Buildings
- Food Service
- HVAC
- Long Bus Routes





New Lothrop Area Public Schools

Question #3: What barriers exist to improvement?

Academics & Programs

- Current K-12 Curriculum
- I-Ready
- No Gifted and Talented Program
- Special Education
- Lack of Resources

Culture & Learning Environment

- Inconsistent Expectations and Consequences
- Quality of Technology
- Bullying
- Lack of Diversity

Communication & Community Engagement

- Lack of Communication to Parents and between K-12
- Ag Zoning
- Lack of Trust with Tax Payers

Personnel

- Staff Buy-in
- Resist Change
- Lack of Staff
- No Collaboration K-12
- Lack of Staff Knowledge regarding Special Educ
- Building Administration
- Mindset: We've always done it this way.
- Hold Staff Accountable

Finance & Operations

- Dated Infrastructure
- Lack of Space
- No Sidewalks
- No Transparency
- Finances
- Declining Enrollment
- Pass Bond
- Lighting
- Scheduling





New Lothrop Area Public Schools

Question #4: What is your vision for the district? What do we want our district to be known for in 5, 10, 15 years?

Academics & Programs

- Offer Art K-12
- Top Notch Education K-12
- Personalized Curriculums
- Academic Excellence
- State Champs

Culture & Learning Environment

- Cutting Edge Technology
- Small Class Sizes
- Each Student Treated as Individual
- Inclusive, Innovative, Engaging
- Abundance of Support for Students
- Supportive, Caring, Safe

Communication & Community Engagement

- Community Outreach
- Communication
Transparent and Proactive
- PTO support
- Parents as Partners

Personnel

- Collaboration and Caring
- A District People Want to be a Part Of
- Accountability of Staff
- All Voices Matter
- Strong Leadership
- Open-minded, Trusting
- Positive, Ethical, Supportive

Finance & Operations

- State of the Art Facilities
- Healthy Food Selections
- Replace Auditorium with new Multipurpose Space for Band, Robotics, Choir, etc.
- Stable Funding





New Lothrop Area Public Schools

Question #5: If you could do only one thing to improve the education of students in the District, what would it be?

Academics & Programs

- Offer Additional Electives
- Standards Based Curriculum K-12
- Stop Using I-Ready
- Implement IEPs and 504 plans
- Offer Foreign Language, Art, Drama at Elementary Level
- Offer AP Classes

Culture & Learning Environment

- Offer Additional Field Trips
- Hands On Learning
- Up to Date Technology
- High Expectations and Consistent Consequences
- Reduce Bullying
- Improve Learning Environment

Communication & Community Engagement

- Positive Parent Communication
- Communication Between K-12 Families are Partners

Personnel

- Additional Administration
- Support Staff
- Individualized Training
- Recruit and Retain Staff
- Positive Support for Growth
- Hire Teachers with a Passion for Teaching

Finance & Operations

- Update Facilities
- Food Service Selections
- Four Day Schedule
- Charter Bus to Events
- Provide Meal for Athletes





SUMMARY

Data Driven Strategic Planning: New Lothrop Area Public Schools

Based on analysis of data in this report, the following points are highlighted concerning New Lothrop Area Public Schools:

In general, the data revealed that when compared to state averages and the reference districts selected for this report, New Lothrop Area Public Schools emerges as a district maintaining high academic performance while improving financial outlook.

Demographics

- New Lothrop Area Public Schools **fund balance** at 25% is 4th among the comparison districts. (B-1)
- **Percent of Resident Students Attending** New Lothrop Area Public Schools ranks first of the districts in the Shiawassee Regional ESD. (B-2)
- **Enrollment** at New Lothrop Area Public Schools has decreased over the past five years, moving from 920 students in 2020 to 899 students in 2025; a net loss of 21 students. But note there was an increase last year but dropped this year. (B-3, B-7, B-11)
- While the decline in overall enrollment is gradual from 2020-2025, also note the **cohort survival rate** decrease of students in Kindergarten are not entering 1st grade the following year. (B-4, B-5, B-6)
- The demographics of the New Lothrop Area Public Schools **student population** shows an increase in Economically Disadvantaged categories. (B-7)
- The 2025 **demographic data** is as follows: 92.6% White, 4.2% Hispanic, 2.1% Two or More Races, 1.1% African-American. (B-7)
- The **median household income** in New Lothrop Area Public Schools in fiscal year 2025 is \$83,105 and ranks 3rd with comparison districts, while the revenues per student rank 2nd among peers at \$14,158. (B-8)
- **Free and reduced student lunch counts** at New Lothrop Area Public Schools is 4th among the comparison districts. (B-9)
- **Migration** has fluctuated since 2020 with a net gain of 297 students and a net loss of 51 students in 2025. (B-11, B-12)

ATTACHMENT 2



- In 2025, New Lothrop Area Public Schools has 51 students who choose to attend other districts as **School of Choice**. Chesaning Union Schools (16) and Montrose Community Schools (10) enroll the greatest number of resident New Lothrop Area Public Schools students. There are 297 Schools of Choice Students enrolled in New Lothrop Area Public Schools. Chesaning Union Schools (82), Flushing Community Schools (79), Montrose Community Schools (52) and Corunna Public Schools (37) have the greatest number of students enrolled. (B-13)
- Approximately 65% of New Lothrop Area Public Schools 2023 graduating class **progressed to post-secondary education**. (B-14, B-15)
- New Lothrop Area Public Schools **student attendance** is 95.0% in 2025 between all buildings and has increased since 2022. (B-16)

Academic Performance

- On the 2024-2025 M-STEP assessment, **Math proficiency** of New Lothrop Area Public Schools students were above state averages in math in grades 3rd, 4th, 5th, 6th and 7th grade students. Among the comparison districts, New Lothrop Area Public Schools students in 3rd grade were highest in assessment scores. (C-1, C-4, C-7, C-12, C-15)
- **ELA (English Language Arts) proficiency** on the 2024-2025 M-STEP assessment of New Lothrop Area Public Schools students were above state averages in reading in grade levels 3rd, 4th, 6th and 7th. Grade 3 and 7 were first among the comparison districts. 5th grade students scored below the state averages and 4th among the comparison districts. (C-2, C-5, C-8, C-13, C-16)
- **Science proficiency** of New Lothrop Area Public Schools students in 5th, 8th and 11th grades on the 2024-2025 M-STEP assessment were above the state average. **Social Studies proficiency** of New Lothrop Area Public Schools students in 5th, 8th and 11th grade on the 2024-2025 M-STEP assessment were above the state average. (C-9, C-10, C-18, C-19, C-20, C-21)
- The district's 2025 **SAT College Readiness** score for all state assessments showed 44.50% proficient, which ranks 3rd among the comparison districts. (C-22, C-23, C-24)
- The **graduation rate** in New Lothrop Area Public Schools High School has exceeded the state average for the past ten years. In 2025, the state average was 84.01% with a district wide graduation rate of 98.84%. (C-25,)
- **The Advanced Placement Participation and Passing Rate** in 2024-2025 AP Calculus was 0% and 62% for AP Language. (C-26)
- **Dual enrollment** participation saw a significant decrease in 2021, only to continue rising since in 2022. (C-27)



ATTACHMENT 2



Finance

- In fiscal year 2025, New Lothrop Area Public Schools **fund balance** is \$3,029,824. The fund balance has increased from a low in 2018 of \$957,457 while expenditures increased to a high of \$12,300,700 in 2025. (D-1, D-4, D-10, D-11, D-12)
- New Lothrop Area Public Schools has experienced a decrease in its level of **fiscal distress** from level 2 in 2022 to level 1 in 2024. A score of 10 indicates a high level of distress and a 0 indicates no distress. (D-1, D-3)
- **General fund expenditures** at \$13,683 per student rank fifth among the reference districts. (D-4, D-5)
- New Lothrop Area Public Schools receives \$12,483 in **State Sources**, which is the highest of the comparison districts. (D-6)
- New Lothrop Area Public Schools spent \$6,795 on **instruction – basic programs** which is 3rd compared to reference districts. (D-7)
- In 2025, New Lothrop Area Public Schools ranked 6th in **spending expenses** in Operations and Maintenance, 2nd in Transportation and first in spending on Central Support Services. (D-8)
- Spending per student for **capital projects** of \$0 is the same for two other comparison districts. New Lothrop Area Public Schools has **payments to other schools** in the amount of \$0. (D-9)
- **Tax Rate Trends** used to calculate taxes on property is 2nd of the comparison districts. (D-13)
- New Lothrop Area Public Schools has the 2nd highest **debt retirement** at 8.5 among comparison districts. There is a **sinking fund as well as Non Homestead**. (D-14)
- In fiscal year 2025, New Lothrop Area Public Schools, **pupil to staff ratio** is 9.10 which is the highest of the comparison districts. New Lothrop Area Public Schools has the second lowest **staff count** at 98.6 of the comparison districts. (D-15)
- New Lothrop Area Public Schools spends \$1,086,352 on **Operations Expenditures** which ranks 5th compared to peers. The district ranks first at 8.8% of Operations as a Percent of Expenditures. (D-17)





Personnel

- New Lothrop Area Public Schools has experienced fluctuations in enrollment since 2012, with **staffing by function numbers** have increased in 2023 and 2025, especially in Other Support Services Staff. (E-1, E-2, E-3, E-4)
- The **average teacher salary** at \$68,396 indicates that New Lothrop Area Public Schools ranks second among the reference districts. (E-5, E-11)
- A trend analysis comparison of pupils to employed and/or contracted staff allows a district to identify its staffing profile over a number of years. Currently **Pupil to Staff Ratio** at New Lothrop Area Public Schools is below the State Average. (E-5, E-7)
- In 2025 fiscal year, New Lothrop Area Public Schools **compensation per staff FTEs salaries & benefits** of \$8,956,656 ranked 5th of the comparison districts. **Compensation per FTE** of \$90,471 ranks second of the comparison districts. (E-8)
- New Lothrop Area Public Schools **benefits as a percent of salaries** at 72.1% ranked last in the peer group. (E-9)
- 63.3% of New Lothrop Area Public Schools teachers have a **Master's degree or higher**. (E-12)
- Regarding **teacher seniority**, 34.6% of New Lothrop Area Public Schools teachers have been with the district less than five years. (E-13)

•**Submitted:** *April 20, 2026*





The Wave | In the arena of education, what are incoming and outgoing trends, ideas, practices, paradigms, etc.

ON THE HORIZON

Hands on Less Technology	Returning to Textbooks	Artificial Intelligence	Challenge All Students
Return to Pencil & Paper	Structure of Funding	Dyslexia Legislation	Limiting Technology
Conflict (Navigating Change)	Science of Reading	Nutrition Standards of School Meals	
No Cell Phones in School	Funding Changes	Behavior Mental Health Awareness	

EMERGING

Support for Special Needs Population	CTE Programs	Increase in Demands of Kids and Educators	Social-Emotional Learning
Focus on Soft Skills	Use of AI in the Classroom	Reading Practices	Financial Awareness
Career-Focused Programs	School of Choice	Project Based Learning	Communication (Hope)
Changing College Acceptance Requirements	Achievement Gaps		





ESTABLISHED

Common Core State Standards	Focus on 3 Rs: Reading, Writing, Arithmetic	1:1 devices	Deflecting (Accountability)
Testing	Losing Ability to Apply Knowledge	State Diagnostic Tools	Graduation Requirements
Technology Stimulation	Career Tech Education	Work Based Learning Opportunities	Teaching to the Test

DISAPPEARING

Communication Skills of Students	Respect	Non-College Bound Stigma	Trust in Public Schools
Teacher Led Lessons	Direct Instruction	Life Skills	Effort Motivation Focus
Hands-on Learning in Classrooms	Attendance	Parental Involvement and Volunteering	Accountability
Respect and Trust	Responsibility		



**ACADEMICS and PROGRAMS**

- Special Education Support (5)
- K-12 Science Common Core Aligned Curriculum (5)
- Life Skills Classes: Finance, Home Economics, Spanish at Elem. (5)
- 21st Century Curriculum, i.e. programming, cyber security, networking (4)
- Well Rounded Life Skills, Trades, Extracurricular (3)
- Finding a Balance of Technology and Paper/Pencil in the Classroom (3)
- More Foreign Language Opportunities Sign Language Computer Science (2)
- Alignment of PLCs and MTSS with fidelity K-12 (2)
- Practical Application (1)
- More AP Offerings
- Continuity
- K-12 Art





LEARNING ENVIRONMENT

- Consistent Expectation, Accountability and Consequences (13)
- PBIS Revamp, Refresh with K-12 Alignment (9)
- More Hands on Learning (7)
- Building a Culture That Celebrates All Programs (4)
- Maintain Small Class Size (3)
- Accountability (2)
- Flex Seating (1)
- General Respect (1)
- Challenge Everyone (1)
- Update of Technology and Training (1)
- A Balance of Learning “Facilitative”
- Connection of Learning to “Real-World”



**COMMUNICATION and COMMUNITY ENGAGEMENT**

- Parent Expectations and Boundaries (10)
- Communication Expectations for staff, students, and parents (3)
- Parent Report Card (1)
- We are “telling our story”
- More Positive Communication
- Principal Reports to Community
- Use more Social Media
- Transparency
- District Marketing
- Parent Meetings

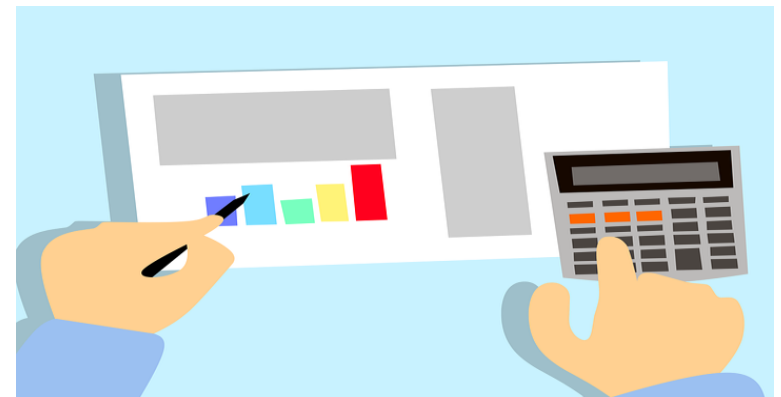
COMMUNICATION





FINANCE and OPERATIONS

- Facilities Study-Develop a Master Site Plan (17)
- Infrastructure Updates (11)
- Auxiliary Gym (6)
- Parking Lot (4)
- Maintain a Minimum Fund Balance of 15% (3)
- Space Issue at Elementary
- More Payments to Submit Options, i.e. Latchkey
- Drop Off and Parking at Elementary
- Pass A Bond
- Repurpose Auditorium
- Communicate Finance





PERSONNEL

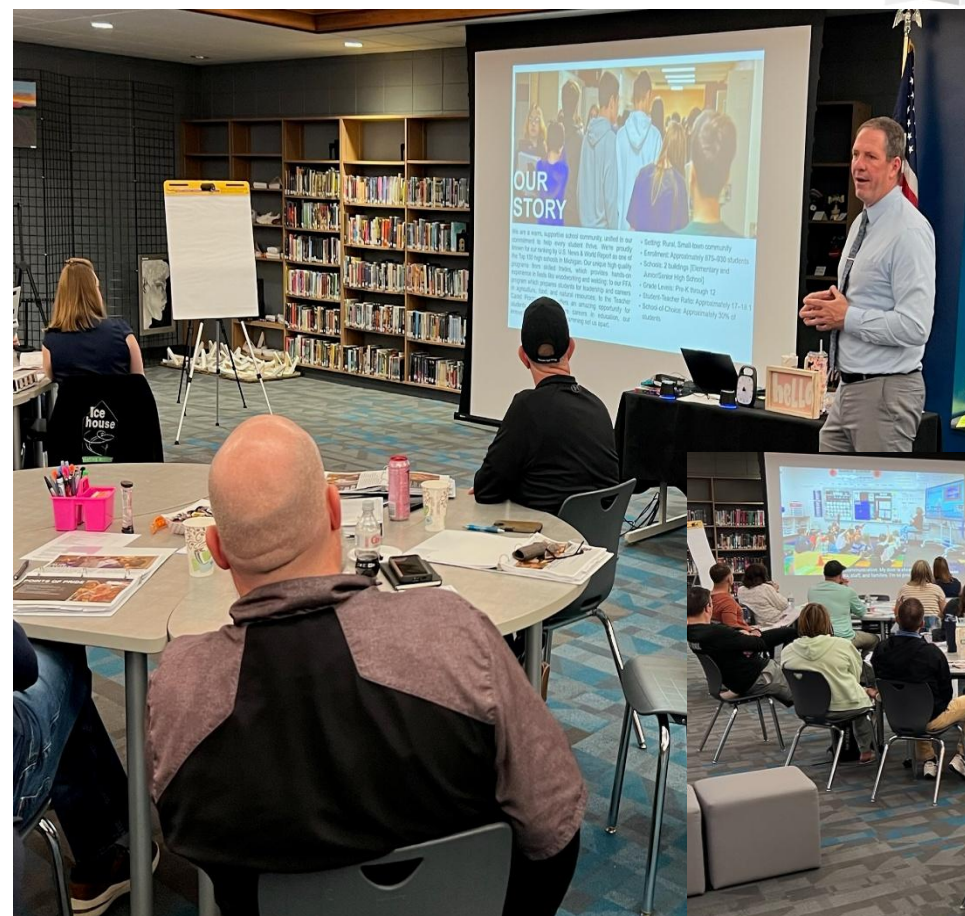
- Investment in Long Term Professional Development Plan for All Staff (8)
- Recruit and Retain Quality Staff (5)
- Development of Onboarding Process for All New Staff (4)
- Appropriate Tier 2/3 Supports (Director) (4)
- Role Out and Alignment of Outcome After Workshop (2)
- Multi-purpose Teacher (2)
- Lack of Support Staff (1)
- Additional Administrators preschool, curriculum, 504
- More Collaboration Between Buildings
- More Training Opportunities
- Aware of Shift in Staff (Retirements)





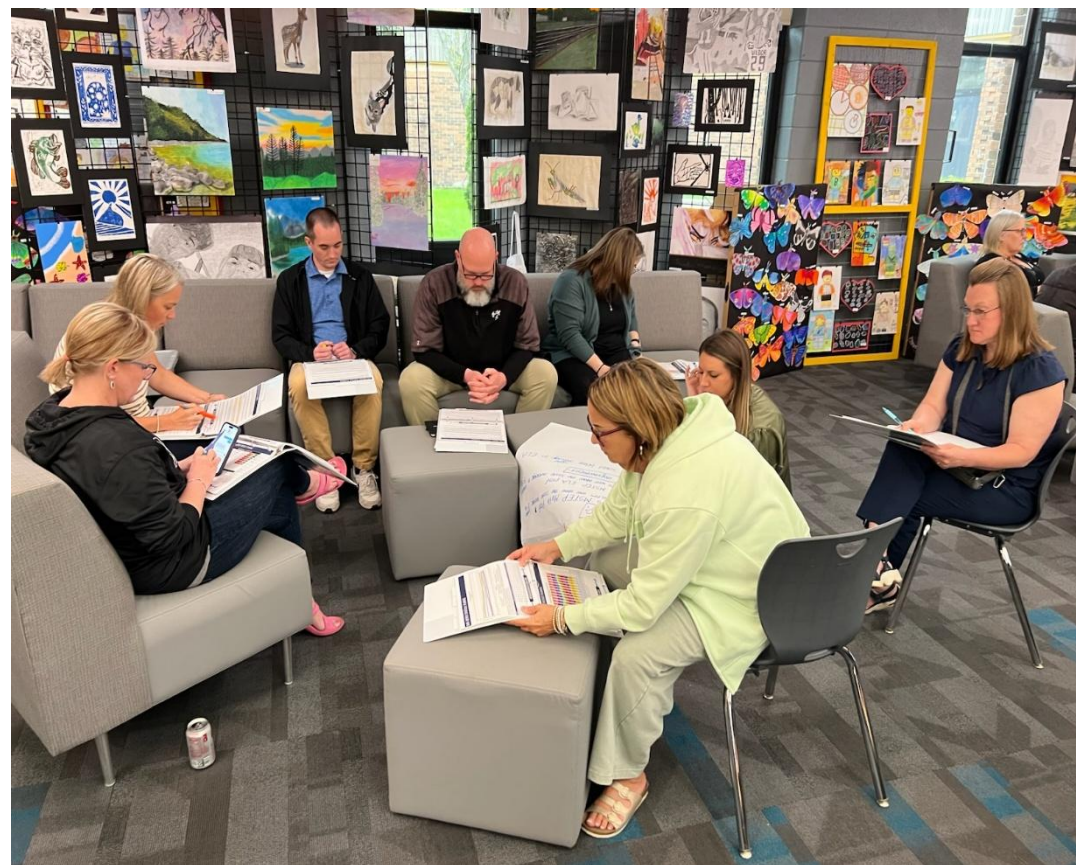
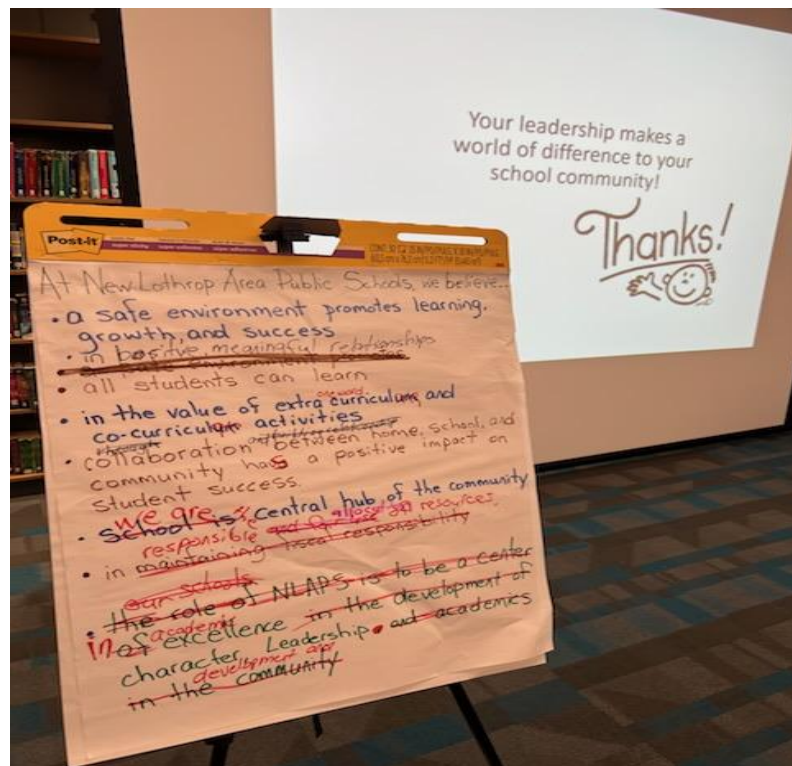
Strategic Planning Retreat Team





Strategic Planning Retreat Team





Strategic Planning Retreat



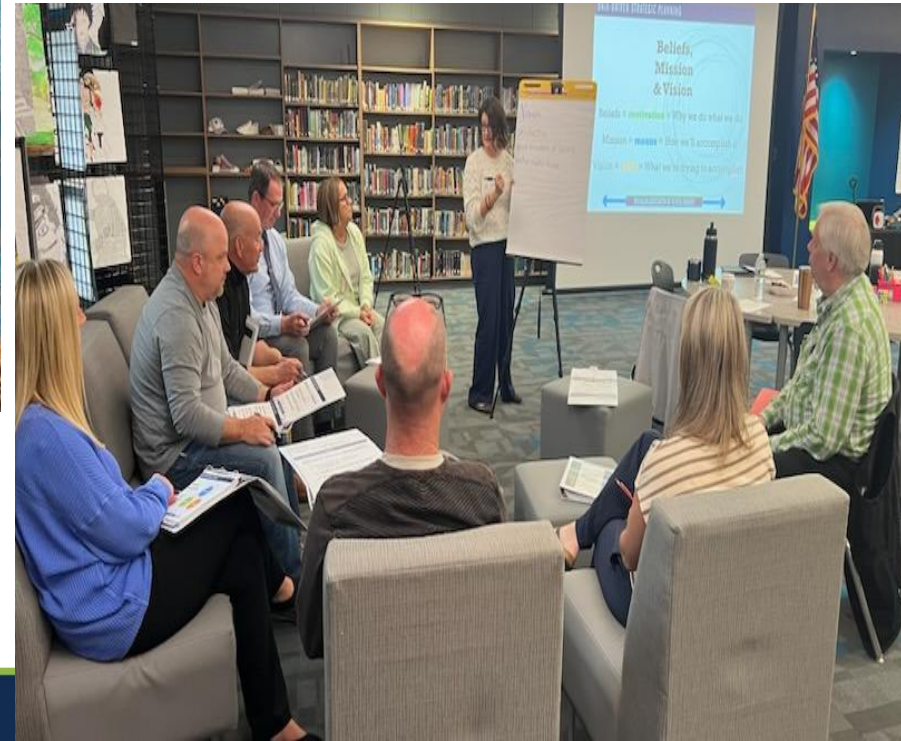


Students on the Strategic Planning Retreat Team





Strategic Planning Retreat Activity





ENVIRONMENTAL SCAN ACTIVITY

