Strategic Plan Update

June 19, 2018

Ingham Intermediate School District

A Regional Educational Service Agency

Mission, Vision, Purpose, Promise

- Mission: Ingham ISD exists to serve and lead through collaboration, innovation and advocacy.
- Vision: Ingham ISD, in partnership with all stakeholders, will transform our community by fostering the success of all learners in preparation for college, work and life.
- Purpose: Collaborate, Innovate and Advocate
- Brand Promise: Inspiring innovation one learner at a time.

Core Values

- ***Collaboration*** - We will seek, share and respect diverse perspectives. We will function as a team with our colleagues and stakeholders to define and achieve common goals.
- ***Compassion*** - We will be kind and empathetic, and strive to understand the circumstances and viewpoints of all.
- ***Innovation*** - We will explore new ideas and opportunities to challenge conventional views and develop forward-thinking solutions.
- ***Integrity*** - We will be honest, trustworthy, respectful and ethical. We will honor our commitments and be accountable for our actions.
- ***Student Focus*** - We will place students and their success as the driving force behind our decisions.

Organizational Goals & Targets

Goals

- To improve third grade reading proficiency
- To improve the high school graduation rate

Targets

- ***Community*** – Increase awareness of our services and programs
- ***Culture*** – Live our core values
- ***Collaboration*** – Provide, create, promote opportunities for collaboration
- ***Communication*** – Implement a reciprocal communication process for both internal and external stakeholders
- ***Cost/Quality***- Maximize our school and community resources

Business Unit Goals

Goal 1: Facility Plan

Enhance long-term plan for facilities, including maintenance, asset improvements, and budget. The long-term plan is a five-year plan, updated annually.

Goal 2: Business Unit Structure

Develop staffing and structure that meets the needs of the ISD and our constituents/stakeholders

Business Unit Progress and Plan

Goal 1: Facility Plan

2017-18 Progress

- Critical asset inventory created, including preventative maintenance plan for each critical asset
- Preventative maintenance software program updated with critical asset information
- Multi-year budget development process enhanced
- Customer satisfaction survey developed and issued to all district staff
- Initial work on developing customer expectation standards
- Preventative maintenance completion rate monitored
- Facility work order completion rates monitored
- Baseline Facility cost per square foot established

Barriers/Challenges

- Change management, and staff vacancy during year

2018-19 Plans:

- Improvement in preventative maintenance rates, work order rates, customer satisfaction, cost per square foot

Goal 2: Business Unit Structure

2017-18 Progress

- Assessment of needs
- Changes in positions and assignments
  - Address needs
  - Provide backup and cross-training
- Position documentation updates in progress
- Staff training and development in progress

Barriers/Challenges

- Extended staff leaves (medical and maternity)
- New staff training and learning curve
- Finance software migration and upgrade

2018-19 Plans:

- Additional needs assessment and adjustments in positions and assignments
- Continue cross-training and position documentation

DSA Goals

Goal 1: Support LEA Data Needs

Create and share to LEAs a template to drive the strategic process for implementation of curriculum or initiatives (i.e. Project Practice, Go Math) to effectively and efficiently provide service to districts in their data needs by Jan 2018 for use in Spring of 2018.

Goal 2: Third Grade Reading

To support the 3rd grade reading law components, utilize Illuminate Education to gather and report relevant data to maximize effectiveness and increase capacity of district use of Illuminate Education to improve student literacy outcomes by the end of the 2019-2020 school year. This will include developing a parent report, custom report containing necessary student data, and a student intervention plan.

DSA Progress and Plan

Goal 1: Support LEA Data Needs

2017-18 Progress

- Flow chart distributed

Barriers/Challenges

- Ensuring adoption and fidelity

Goal 2: Third Grade Reading

2017-18 Progress

- IRIP developed via Illuminate DNA
- Information provided to all districts

Barriers/Challenges

- Resources (Ingham ISD and LEA)

2018-19 Plans: Continue to leverage new Illuminate Impact Group and Literacy Group. We will continue with Illuminate Ed for the 18-19 school year. We have also been involved with the Statewide IRIP plan and hope to be a part of the pilot.

Early Childhood Goals

Goal 1: Literacy Practices
Increase the number of evidence based literacy practices within all Early Childhood Programs

Goal 2: Reach Families
Collaborate with Public Relations and Communications to target hard to reach families

Goal 3: Social Emotional Practices
Increase the number of Evidence Based Social Emotional practices implemented within all Early Childhood Programs

Goal 4: Attendance
Analyze attendance patterns in Early Childhood Programs

Early Childhood Progress and Plan

Goal 1: Literacy Practices

2017-18 Progress

- All Early Childhood staff trained on *Read A Loud* Evidence Based Practice
- Pre and Post Parent Surveys completed
- **6541** *Read A Louds* during Home Visits and **367** *Read A Louds* during Playgroups
- ***28*** *GSRP (Great Start Readiness Program) teachers and* ***6*** *Directors attended PLC's (Professional Learning Communities) and received Read A Loud training*
- Core Vocabulary Training from Heartwood SLPs

Barriers/Challenges

- Not all families have access to books
- Pre-Post Survey not best representation of parent behaviors

Goal 2: Reach Families

2017-18 Progress

- *Referrals to Early Childhood Programs (July 1, 2017 – May 31, 2018):*
  - *Early On:* ***1134***
  - *GPGS:* ***56***
  - *Build Up Michigan:* ***308***
  - *Preschool Applications:* ***4512***

Barriers/Challenges

- *Staffing Programs*
- *Engaging and serving families experiencing Trauma*

2018-19 Plans: Redesign Pre-Post Parent Survey, Explore Book Availability Options, Keep Reading!, Analyze program trends and staffing needs

Early Childhood Progress and Plan

Goal 3: Social Emotional Practices

2017-18 Progress

- GSRP Programs trained on Tier 1 PBIS (Positive Behavioral Interventions and Supports) training
- 3149 Play and Learn Group children attended 507 Play to Learn Sessions since August, 2018
- GPGS using ASQ-SE (Ages and Stages – Social Emotional) with all families
- 28 GRSP (Great Start Readiness Program) teachers and 6 Directors attended PLCs (Professional Learning Communities) and received training on Relationship Building

Barriers/Challenges

- Adequately supporting families
- Adequately supporting staff

Goal 4: Attendance

2017-18 Progress

- Attendance data for all Early Childhood Programs will be housed in Illuminate Education
  - All GSRP LEA and Community based GSRP programs attendance are currently available
  - Early On attendance will be captured beginning September 2018 using a web based program
  - GPGS attendance has been imported

Barriers/Challenges

- Attendance data for Head Start-GSRP blend programs

2018-19 Plans:

- Continue to offer Play to Learn Groups and use data to determine the best locations/times
- Develop reports for Attendance Data
- Begin to use data to analyze attendance patterns and how they impact Student Growth
- Explore use of ACES (Adverse Childhood Experiences) and DECA and eDECA (Devereux Early Childhood Assessment) for all *Early On* and GPGS families

Human Resources Goals

Goal 1: Culture Survey
Identify current status of culture at Ingham ISD and develop plan to positively impact the culture based on the data collected.

Goal 2: Increase Payroll Efficiencies
Increase efficiencies in payroll through the implementation of a Workforce Management System for Ingham ISD and business services districts.

Goal 3: Onboarding Process
Revamp onboarding process for new staff

Human Resources Progress and Plan

Goal 1: Culture Survey

2017-18 Progress

- Culture Survey conducted Fall 2017
- Department plans developed based on Culture Survey results
- Core Value work at Ad Staff and in Departments
- Culture Workgroup continues

Barriers/Challenges

- Time
- Varied focus by departments

Goal 2: Increase Payroll Efficiencies

2017-18 Progress

- Kronos fully live for all Ingham ISD staff as of May 2018

Barriers/Challenges

- Complexities of Contracts
- Time
- Staff turnover
- Staff perceptions

2018-19 Plans: Conduct Culture Survey Fall 2018, measure progress and determine next steps
Continue Kronos roll-out for Business Services Districts

Human Resources Progress and Plan

Goal 3: Onboarding Process

2017-18 Progress

- Implemented 30/60/90 Day check-in, *Did You Know* emails
- Collected Feedback from Staff hired in 17-18

Barriers/Challenges

- Staff hiring occurs throughout the year
- Time - Need for staff to begin work immediately
- Many diverse positions and varied locations of staff

2018-19 Plans: Review and update Onboarding process for 18-19. Implement changes. Staff Survey at end of 2018-19.

Information Technology Services Goals

- Goal 1: Project Prioritization
- Goal 2: Help Desk Processes and Reporting
- Goal 3: Common Platforms

Information Technology Services Progress and Plan

Goal 1: Project Prioritization

2017-18 Progress

- Tool selected, implementation in progress

Barriers/Challenges

- Resource contention during implementation

Goal 2: Help Desk Processes and Reporting

2017-18 Progress

- Tool currently being implemented, live early July

Barriers/Challenges

- Ripple effect of implementing new software

2018-19 Plans: Complete implementation, train staff and begin leveraging tools

Information Technology Services Progress and Plan

Goal 3: Common Platforms

2017-18 Progress

- Formalized inventory framework, drafted process map

Barriers/Challenges

- Applying to discrete entities

2018-19 Plans: Pilot process, refine, then implement as needed

Public Relations & Communications Goals

Goal 1: Expand Community Engagement and Collaboration

Goal 2: Expand Social Media and Media Outreach

Goal 3: Assess and Enhance Communications and Marketing

Public Relations & Communications Progress and Plan

Goal 1: Expand Community Engagement and Collaboration

2017-18 Progress

- 12 LEA Chamber memberships
- Articles in LSJ & Focus Magazine
- Food Truck Fridays
- Ingham Insights
- Reverse Job Fair (tri-county)
- Hearts of Fun
- Assisted in the launch of the Stockbridge website
- ADA website training for LEAs, Ingham ISD and Eaton RESA
- Built strong relationships with State of MI, Talent and Economic Development team

Barriers/Challenges: Capacity

2018-19 Plans: Compile list of community partners, develop a community education magazine – "Ingham Impact", expand reverse job fair, provide website support for Stockbridge and Webberville, and provide communication services to Mason and Eaton RESA.

Goal 2: Expand Social Media and Media Outreach

2017-18 Progress

- Developed a calendar for social media/media outreach
- Started gathering baseline data measures
- Advised LEAs on social media support
- Schools Rule (shot all promos at WTC)
- Worked with partners to share social media posts (CapCAN, LRCC, T3, Eaton RESA, Mason)
- Facebook boosts

Barriers/Challenges: Capacity and media contact changes

2018-19 Plans: Enhance relationships with partners to share our messages on social media and in the news and start encouraging the use of #inghamimpact. Measure social media and earned media. Be more active on Twitter next year and boost Facebook posts.

Public Relations & Communications Progress and Plan

Goal 3: Assess and Enhance Communications and Marketing

2017-18 Progress

- Two new websites
- WTC rollout
- CRTEC branding complete
- Advertising plan (Schools Rule, TV, YouTube and digital)
- Staff communication survey
- Supported Third Grade Reading, Early On, Early Childhood, SOM Project SEARCH launch, Preschool and others

Barriers/Challenges: Importance placed on communications

2018-19 Plans: Adding requested pages on our website (assistive technology), help staff move existing wikis to secure portion of our website, adjust our communication strategies based on staff feedback from survey. Empower leadership to support and promote communications as strategic plan goal.

Student Instructional Services Goals

Instructional System of Support (MTSS)

Improve Student Achievement

Goal 1: Literacy

Goal 2: Math

Innovative Professional Development

Goal 1: Project Practice

Goal 2: Next Generation Science Standards

Student Instructional Services Progress and Plan

Goal 1: Literacy

2017-18 Progress

- Provided Early Literacy training focused on the Essentials k-3rd Grade for teaching staff.
- Provided Public Schools Academy (PSA) 3rd Grade Law training

Networks:

- Ingham Wide Instructional Coaches Network (20 coaches)
- Lansing Instructional Coaches Network (40 coaches)
- Continued the work of the ELA Literacy Steering Committee to increase student learning outcomes. (11 out 12 districts represented)

Goal 2: Math

2017-18 Progress

- Supported **3** Districts in Year 1 Implementation Go Math by providing job-embedded support through Project Practice and other customized on-site PD.
- Supported **12** Districts in Year 2 and Year 3 districts implementation of Go Math through Project Practice and other customized on-site PD as requested by each district.
- Conducted pilot sites for intervention support with Spring Math and Imagine Math to support struggling learners.
- Provided opportunities from teachers to observe others teaching Go Math throughout our service area.

Challenges/Barriers: Capacity

2018-19 Plans: "Continue the course" building capacity in our locals and supporting leadership in instruction. Also, thinking about sustainable practices and systems to meet long term goals.

Student Instructional Services Progress and Plan

Goal 1: Project Practice

2017-18 Progress

- Implemented Project Practice **in 22 building** across **9 districts**.
- This will result in approximately 50-60 teacher coaches and 100 – 150 teacher mentees getting trained in: using opportunities to respond (OTR's) to increase student engagement, implementing effective small group instruction, and problem solving and progress monitoring.

Barriers/Challenges: Alignment

Goal 2: Next Generation Science Standards

2017-18 Progress

- Provided NGSX Administrator training to **15 cohorts** series of NGSX training to **1,607 K-12 teachers** representing our entire service area.
- RFP out to vendors for consortium purchase of core program

Barriers/Challenges: Aligned curriculum and materials

Coaching capacity and time

2018-19 Plans: "Continue the course" building capacity in our locals and supporting leadership in instruction. Also, thinking about sustainable practices and systems to meet long term goals.

Student Support Services Goals

Goal 1: Staff Excellence – Highly Skilled Staff
Maintain a highly-skilled workforce

Goal 2: Excellence in Departmental Stewardship – Program Evaluation
Maximize use of student support services and special education resources to serve districts.

Goal 3: Excellence in Stakeholder Engagement – Program Evaluation
Seek stakeholder input in the design and implementation of selected products and services.

Goal 4: Educational Excellence – Quality Instruction
Provide learning opportunities and tools to improve the achievement of students with IEPs.

Student Support Services Progress and Plan

Goal 1: Staff Excellence – Highly Skilled Staff

2017-18 Progress

- Completed Needs Assessment
- 2 of 3 ALL staff PD session completed
- Multiple, less than ALL staff PD sessions provided

Barriers/Challenges

- Opportunities to pull ALL staff together
- Different Calendars
- Direct Student Service requirements

Goal 2: Excellence in Departmental Stewardship – Program Evaluation

2017-18 Progress

- List of SSS programs, services and projects developed
- Limited distribution to LEAs
- Added Assistive Technology Information to ISD website

Barriers/Challenges

- Keeping information up to date
- Distribution

2018-19 Plans: August PD already planned, one common PD session; 3-4 conference style workshops; Itinerant staff meetings already scheduled.

Update list of SSS programs, services and projects; Improve website information for SSS

Student Support Services Progress and Plan

Goal 3: Excellence in Stakeholder Engagement – Program Evaluation

2017-18 Progress

- SLD workgroup meetings held, guidelines reviewed, materials redistributed
- Additional workgroups formed to review ASD, EI guidelines
- SE Directors input on focus area for 18-19 with Curriculum Directors

Barriers/Challenges

- Time & Capacity
- Competing Initiatives
- Compliance vs. Instruction

Goal 4: Educational Excellence – Quality Instruction

2017-18 Progress

- Developed and utilized self-reflection tool for staff
- Collaboration with Early Childhood and SIS around literacy and to bring in John O'Connor for 18-19

Barriers/Challenges

- Time
- Refocusing on Instruction

2018-19 Plans: Collaborative work with Early Childhood, SIS & Eaton bringing in John O'Connor to focus on instruction for ALL students; Update eligibility guidelines for ASD and EI; Focus on instruction and data.

Wilson Talent Center Goals

Goal 1: College Readiness

All students attending the WTC will be college and career ready by the time they leave and/or know the steps they must take to become college and career ready.

Goal 2: Post-Graduation Plan

All students at the WTC will have a post-graduation education/training plan.

Goal 3: Work Habits

All students at the WTC will be proficient in work habits: Resume, Cover Letter, Application and experience one mock job interview.

Wilson Talent Center Progress and Plan

Goal 1: College Readiness

2017-18 Progress

College readiness was determined using student PSAT, SAT, and Accuplacer assessments. Students were encouraged to practice and build skill areas in Math and English if they were deficient in these areas and at-risk of needing remedial college courses.

Barriers/Challenges

- Difficult analyzing data from multiple assessments.
- Results on assessments was not always accessible for all students (home schooled students, charter schools, etc.)
- LCC did not allow us to assess all students using Accuplacer

2018-19 Plans: Continue this work in the future.

Goal 2: Post-Graduation Plan

2017-18 Progress

Results of our Senior Survey: 92% of seniors at WTC plan to attend some form of post-secondary education (319/345 seniors). This includes; apprenticeships which require college courses, courses for the purpose of transferring to a 4-year University, Certificate programs, Associate degree programs and Bachelor degree programs.

Barriers/Challenges

We are committed to meeting with all of our seniors and gathering this data at the end of the year prior to their graduation.

An additional challenge will be to follow-up with these students in 2 and 4 years to record if they completed their post-grad plan.

Wilson Talent Center Progress and Plan

Goal 3: Work Habits

2017-18 Progress

All students were given a portable thumb drive with their resume, cover letter, application, and results and comments from employers of their mock job interview. Some students also had an opportunity to experience the Reverse Job Fair and included their documents from this experience.

Barriers/Challenges

A thumb drive may not be the best technology to use for students to take their documents with them. Alternatives will be explored in the future.

2018-19 Plans: Continue this work in the future

Questions?

Ingham Intermediate School District
A Regional Educational Service Agency