

Our kids. Our community.

Our future.

Charlotte Public Schools' Strategic Plan



Charlotte
PUBLIC SCHOOLS



STRATEGIC PLAN

January 2019 - December 2023

WHO WE ARE

MISSION STATEMENT

The mission of the Charlotte Public Schools is to provide an excellent educational culture and learning environment which is safe, student centered and in collaboration with our parents and community. We aspire to ensure students are prepared with the academic competencies and social skills for successful futures and lifelong learning.

VISION STATEMENT

During the next five years (2019-2023), the vision for Charlotte Public Schools will be known as:

- An organization centered around Oriole Pride, passion and dedication to students.
- An educational leader, committed to students and their continual growth in academics, athletics, performing arts, and all other student based interest offerings.
- A collaborative community participant which fosters partnerships and promotes youth educational achievement.
- A developer of strong parent and community relationships, which are focused upon trust, cooperation and engagement for the benefit of the students.
- A strong financial steward, through optimization of financial resources, intentional student centered facilities, and operations and functions with measurable goals.



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Dear Charlotte Public School’s staff, students, families and community:

In January of 2018 the Charlotte Board of Education began a strategic planning process to develop a comprehensive blueprint for continuous achievement and improvement at Charlotte Public Schools. This comprehensive process included several community focus groups plus a detailed survey of Charlotte staff, parents, students and community members. The Board of Education, administrative team, along with the focus group used the information gathered to determine the mission and vision for the district and short-term, long-term and ongoing goals. This document, which will be in place from January 2019 through December 2023, reflects the ideas of our stakeholders.

This is a new model of an evolving strategic plan for the district. It is our objective to use this strategic plan as we look to the future to demonstrate progress made toward the current goals and to update the plan as necessary to reflect the changing needs of the students, district and community.

We are excited about the possibilities this plan provides as it lays out a design for continuous improvement at Charlotte Public Schools. We are eager to see what our ongoing work will do for **OUR KIDS, OUR COMMUNITY, and OUR FUTURE.**

Thank you.

Caleb Buhs
School Board President

Lee Wheaton
Past President



BUILDING ON SUCCESS

ACADEMIC AND STUDENT OPPORTUNITIES

Curriculum

Goal # 1 - By Dec. 2023, CPS will be known for academic success for all students

Short-Term

1. By Dec. 2020, CPS will develop a staff retention and recruitment plan with input from all stakeholders (Board, staff, administration and community) to include: compensation; benefits; climate; culture.
2. By Dec. 2020, CPS will utilize research based strategies and professional development through effective teacher collaboration to ensure instructional consistency within and across buildings, documented and shared through a District-wide plan.
3. By Dec. 2020, CPS will conduct a District-wide “Needs Assessment Survey” to determine advanced and remedial opportunities for students in DK-13, and how they are currently being implemented.

Intermediate

1. By Dec. 2021, CPS will be above the Tri-County (Clinton, Eaton, Ingham) average in teacher retention and attraction.
2. By Dec. 2021, CPS will develop expertise in 21st Century curriculum and instruction to consistently outperform state and local averages in multiple academic measures.
3. By Dec. 2021, CPS will prepare staff and students for new or updated district, state and national assessments.
4. By Dec. 2021, CPS will develop and implement a plan to ensure that all students have a learning experience that provides an appropriate level of challenge and growth based upon Common Core State Standards and multiple measures.

Long-Term/Ongoing

1. Analyze student achievement data for instructional and school improvement purposes.
2. Continue to promote a school climate that encourages student growth and positive relationships.
3. Advance the District’s DK-13 common instructional model to promote student engagement, creativity, and achievement.
4. Enhance the staff evaluation process for increased effectiveness.



Post-Secondary Career or College Readiness

Goal #2 - By Dec. 2023, CPS will lead the way in post-secondary planning and readiness in the Tri-County area.

Short-Term

1. By Dec. 2020, CPS will provide DK-13 students with guidance, planning, and information to prepare them for post-secondary life.
2. By Dec. 2020, CPS will increase communication with parents, students and families about post-secondary options that are available to them.
3. By Dec. 2020, CPS teachers, administrators, and community members will collaborate to plan for ways our PK-13 curriculum can integrate career and college options and skills.

Intermediate

1. By Dec. 2021, CPS will continue to collect data about resources used from Guidance Counselors at the High School level to better understand if our new initiatives were helpful and preparing students for careers or college.
2. By Dec. 2021, CPS will collect data through surveys, counseling staff, and student outcomes to evaluate and measure if the objective is being met.

Long-Term/Ongoing

1. Provide teachers with professional development options to enhance their ability to provide relevant and engaging instruction related to the present day and students' lives.
2. Expand opportunities to increase student awareness of post-secondary career and college, military, and skilled trade pathways to support successful transitions.

Student Support

Goal #3 - By Dec. 2023, CPS will develop and implement programming to address the social, emotional and behavioral needs of all students to support their success in the future.

Short-Term

1. By Dec. 2020, CPS will provide Student Support Specialists at each building with an articulated plan of supports at each level.
2. By Dec. 2020, CPS will communicate to students and their parents measures of support available. These communications are to include; documentation of all resources, locations and access points for supports; information of where and when supports are available; to commence at beginning of the school year and be reinforced in subsequent communications throughout the school year.
3. By Dec. 2020, CPS will reach out to parents, students and community regarding resources, programming, and student social, emotional and behavioral expectations.

Intermediate

1. By Dec. 2021, CPS will provide a flow chart for staff to refer to when services are needed. Information will include: Documentation of all resources and knowledgeable people; action plan with contact numbers for resources, provide connectivity to community mental health partners.
2. By Dec. 2021, CPS will enrich mental health and guidance supports by coordinating counseling and student support practices.

Long-Term/Ongoing

1. Provide continued professional development for all staff to ensure consistent and enhanced instructional practices in regard to working with students and families experiencing social, emotional and behavioral challenges.
2. Develop consistent and systematized procedures to support individualized action plans for at-risk students.
3. Increase communication and collaboration between staff, students, and families regarding student achievement and social-emotional-behavioral development.
4. Expand MTSS process to include literacy and Positive Behavior Intervention and Supports (PBIS) to provide social-emotional and behavioral supports at all PK-13 levels.
5. Expand mental health curriculum and provide resources through a progressive DK-13th grade approach.
6. Foster a culture of understanding, tolerance and respect for diversity among staff, students and the community.
7. Continue to promote mental health awareness.



CONTINUING PARTNERSHIPS

Community Relations

Short-Term:

1. By Dec. 2020, CPS will research ways to communicate more effectively with parents about information they desire and implement changes as appropriate.
2. By Dec. 2020, CPS will research creative approaches to promote Charlotte Public Schools and implement changes as appropriate.
3. By Dec. 2020, CPS will revitalize an employee appreciation and recognition program.

Intermediate:

1. By December 2021, CPS will improve employee engagement by creating an environment of open and valued two-way communication.
2. By December 2021, CPS will cultivate a legacy of pride in Charlotte Public Schools for all stakeholders.
3. By December 2021, CPS will engage all stakeholders by making Charlotte Public Schools a community hub for a variety of activities.

Long-Term/Ongoing:

1. Highlight district, staff, and student accomplishments, opportunities and programs through a variety of targeted efforts.
2. Communicate the ongoing progress of bond projects.
3. Expand business and community partnerships in Charlotte and the surrounding region.



CONSTRUCTING THE FUTURE

Facilities

Goal - To Maintain District Assets and Increase and Enhance Safety and Security.

Short-Term

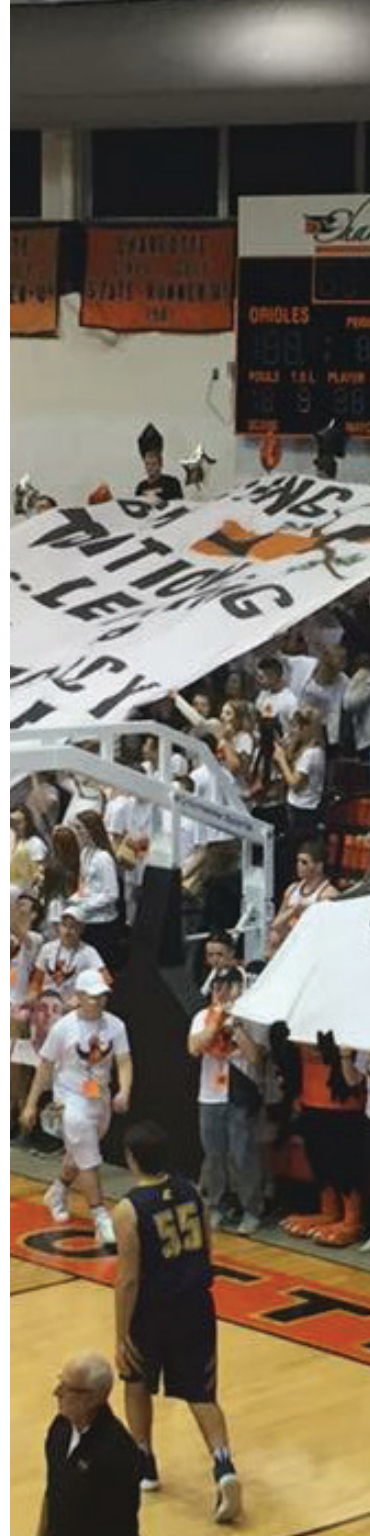
1. By Dec. 2020, CPS will prioritize facility improvement projects and begin short term projects with frequent progress and communication updates to the community.
2. By Dec. 2020, CPS will review facility use policy and practices to ensure alignment with community expectations, i.e. gym and field usage.

Intermediate

1. Evaluate and reconfigure the CUE/CMS main entrances and main offices to ensure all visitors enter through the office vs. access to the academic hallways.
2. Monitor ongoing construction and improvement projects and apply for grants that align with academic initiatives.

Long-Term/Ongoing

1. Maintain district assets within the available financial resources and provide information to the community on a sinking fund opportunity that would protect district assets and infrastructure.
2. Continue to create the very best teaching and learning environments for the students and families served at the school district within available financial resources.





SAFE, SECURE LEARNING

Operations

Goal – Department Focused Improvements and Safety and Communication.

Building and Grounds

Short-Term

By Dec. 2020, CPS will increase and enhance building security systems and features through the use of technological advances such as monitoring cameras, security films on windows and doors, and additional building access controls (fob systems). Work to ensure all buildings have consistent building entrance protocols.

Intermediate

By Dec. 2021, CPS will continually integrate best practices surrounding school safety in areas such as: Door security sensors; school safety training and drills for staff and students, including first responders in emergency drills.

Long-Term/Ongoing

Communicate importance of background checks, continue to improve volunteer process.





Food Service

Short-Term

By Dec. 2020, CPS will communicate regularly and consistently the federal and state nutritional expectations surrounding breakfast and lunch options with families. Survey students and implement preferred food choices that meet these guidelines.

Intermediate

By Dec. 2021, CPS will revisit the open vs. closed campus at the High School and continue to explore and improve food options.

Long-Term/Ongoing

Continue financial stability and alignment with federal breakfast and lunch pricing.

Transportation

Short-Term

By Dec. 2020, continue best practices for school bus safety which includes bus driver training and parent/student review of bus handbook with expectations and services provided.

Intermediate

By Dec. 2021, conduct emergency bus evacuation drills at all buildings with protocols set up for student identification and release process to parents.

Long-Term/Ongoing

Annual evaluations to have the most efficient bus routes and route locations, communicating clearly with parents/guardians of any changes. Participating in the Eaton County Mid-Michigan regional traffic summits for awareness of road construction projects that impact the school district.



FOSTERING INNOVATION

Technology Short-Term

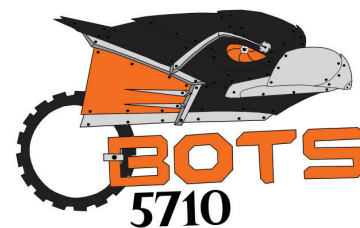
By Dec. 2020, evaluate and implement new and emerging technology and software that is current and usable for staff and students and all district operations. This will include training and technical assistance and support.

Intermediate

By Dec. 2021 and ongoing, monitor use of district technology for safety and appropriateness, involving law enforcement when necessary for serious incidents.

Long-Term/Ongoing

Consistent replacement cycle of district technology and technology infrastructure to keep current as financially feasible.



Adopted by the 2019-2020 Board of Education

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Our kids. Our community. **Our future.**

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