



## INTER-LAKES SCHOOL DISTRICT STRATEGIC PLAN

The Inter-Lakes School District Strategic Plan represents the district’s pursuit and desire to accomplish impressive achievement and it serves as the district’s impetus for action for the educational future of the district. As the educational leaders of the district, achievement for students serves as our catalyst and we know that a binding commitment to these efforts is the first step to making the strategic plan an educational reality. We believe that it is essential to know what we want and where we are going. This plan is not a list of things to be checked off or items that will happen immediately, but instead a systematic blueprint for growth and achievement for the district over time. Over the next decade, the Inter-Lakes School Board will identify priorities, as outlined in the strategic plan, and take deliberative and direct steps to implement changes that will improve the educational program for students. The strategic plan is a call to action for improvement, that over time will transform the district to ensure *our students are future ready*.

“There are risks and costs to a program of action. But they are far less than the long range risks and costs of comfortable inaction.” *John F. Kennedy*

### VISION

The Inter-Lakes School District, in partnership with its communities, will provide outstanding educational opportunities and resources for all students to achieve academic excellence in order to reach their highest potential and to succeed as responsible, contributing citizens in a global society.

### MISSION STATEMENT

To inspire and sustain learning and achievement by providing:

- Quality teaching practices
- Student-centered learning
- A safe environment
- Community connections
- Access to resources

### CORE VALUES

*We believe that...*

1. *personalizing each student’s education, while focusing on effective communication and critical and creative thinking, inspires learning and maximizes success.*
2. *the purpose of education is to produce responsible citizens through developing self-aware and self-reliant learners by extending beyond core academics to include the arts, cultural awareness, and physical, social, and emotional well being.*
3. *people learn best when their intellectual, social, and physical needs are met, where students feel supported in a structured and collaborative environment.*

4. *active commitment of family, community and schools is essential for a quality learning experience.*
5. *quality learning requires the attraction and retention of exceptional teachers and staff members who are continually supported by relevant professional development and provided with necessary resources.*

**Core Value #1**  
**Personalized Learning**

We believe that personalizing each student's education, while focusing on effective communication and critical and creative thinking, inspires learning and maximizes success.

**GOAL #1: CURRICULUM**

- Blend a variety of content learning opportunities into anywhere, anytime learning, allowing students to progress (through the academic competencies) at their optimal pace.
- Develop and implement processes/procedures that allow students to progress through the competencies (educational markers that demonstrate achievement or accomplishment) at their optimal pace.
- Provide students and teachers with resources and training to participate in continuous, anywhere, anytime learning.
- Promote the use of a wide variety of rigorous learning opportunities to meet learner needs, interests and/or learning style for all students.

**GOAL #2: INSTRUCTION**

- Personalize/customize instruction, based on a growth model, (growth model measures the amount of students' academic progress between two points in time) with individually designed and paced learning activities to achieve high-level learning goals.
- Design/develop learning activities that provide opportunities for students to progress through curricular competencies by working individually or in flexible groups.
- Develop a mentoring system that supports students in a variety of venues.

**GOAL #3: ASSESSMENT**

- Aligned K - 12 student assessments are based on the demonstration of achieved competencies. Assessments identify individual strengths and weaknesses, as well as require regular student self-reflection of personalized learning and performance goals. Assessments are given at the end of the learning period, once the student has met the competency, regardless of when that achievement occurs.
- Assessments of student academic competencies include a growth model and are aligned with curriculum and instruction.
- Assessments of student personal competencies address qualitative measurement (measured by the quality of something rather than its quantity) of student work habits and accountability, both individually and as collaborative team members.
- Include individual qualities needed to complete tasks of high quality, at an optimal pace, with expectations met:
  - Productive, self-directed, active engagement with a high level of effort
  - Persistence, problem solving and resilience when obstacles arise
  - Organization of time, materials, and resources to meet timelines
  - Self-management including personal responsibility and regulating his/her responses to opportunities and challenges
  - Collaborative team member qualities include those that result in cooperative, successful work completion within a group:
    - Effective communication with group members, as a listener and as a speaker
    - Flexibility and adaptability in response to changing conditions
    - Acceptance of group members regardless of social, cultural, or personal variances
    - Demonstrated leadership in managing oneself and others effectively

## **CORE VALUE #2**

### ***The Arts***

We believe that the purpose of education is to produce responsible citizens through developing self-aware and self-reliant learners by extending beyond core academics to include the arts, cultural awareness, and physical, social, and emotional well being.

**GOAL #1: The arts are recognized as a vital part of the overall curriculum.**

- Merge the performing, language and fine arts throughout the curriculum.
- Create a strong STEAM program for students in grades K-12, integrated and infused in the school day and throughout the curriculum. (STEAM = Science, Technology, Engineering, Art, and Mathematics)
- Sponsor an annual Arts Celebration Week that ends with a District-wide show of performance, language and fine arts.
- Reach out to area businesses, artists and organizations to form artistic partnerships that support the curriculum and student learning.

**GOAL #2: Students are encouraged to develop extended learning opportunities (ELO) in the arts.**

- Include information about Extended Learning Opportunities (internships) in the arts in the ILHS Program of Studies.
- Create a resources list of local and regional arts organizations in which students can participate, including scholarship information to promote participation.
- Invite area arts organizations annually, to participate in an arts fair to showcase outside opportunities in the arts.

**GOAL #3: Students will develop skills and knowledge regarding character and citizenship.**

- Develop an understanding of the role of democracy: government of, by and for the people, exercised through the voting process
- Show respect for and acceptance of authority: the need for and primacy of authority, including the law, in given circumstances
- Support and pursue the beliefs around equality: the right and opportunity to develop one's potential as a human being
- Understand and demonstrate tolerance for freedom of conscience and expression: the right to hold beliefs, whether religious, ethical or political, and to express one's views Justice: equal and impartial treatment under the law
- Show tolerance for others: the allowable deviation from a standard. Indulgence for beliefs or practices differing from or conflicting with one's own
- Demonstrate fairness and good sportsmanship: freedom from favoritism, self-interest or indulgence of one's likes and dislikes; abiding by the rules of a contest and accepts victory or defeat graciously

**Goal #4: Students will demonstrate respect for themselves and others**

- Accountability: responsibility for one's actions and their consequences
- Self-Esteem: pride and belief in oneself and in achievement of one's potential
- Work Ethic: belief that work is good and that everyone who can, should work

## **CORE VALUE #3**

### ***Wellness***

We believe that people learn best when their intellectual, social, and physical needs are met, where students feel supported in a structured and collaborative environment.

**GOAL #1: Promote student wellness throughout the school day.**

- Instruction in wellness and health education at all educational levels.
- Instruction and substance abuse issues.
- Instruction and support in making good choices as it relates to health, wellness, and social emotional issues.

**GOAL #2: Implement a multi-faceted program to address substance abuse use and prevention in the Inter-Lakes School District.**

- Provide a district-wide program that addresses substance abuse.
- Provide programs and instruction on prevention programs for substance abuse.

- Connect and collaborate with community programs to support the prevention or treatment of substance abuse in families.

**GOAL #3: Implement a multi-faceted program to address social interactions, bullying, and social media use in the Inter-Lakes School District.**

- Provide a district-wide program that addresses bullying.
- Review of current policies and practices used to deal with bullying ensuring consistency and effectiveness K-12. Policies and procedures regarding bullying should be evaluated on a yearly basis.

**GOAL #3: Implement an annual comprehensive training program to ensure a safe environment for all students and staff.**

- Provide staff with annual training in the Schools' Crisis Plans
- Provide staff with annual training in supervision and positive intervention for behavioral issues.
- Provide staff with annual training in accessing and using safety equipment (fire extinguishers, AEDs, epipens, walkie talkies, intercom systems, etc.).
- Offer CPR and First Aid Trainings yearly to school staff members.

**GOAL #4: Implement programs, processes, and trainings to increase social, emotional, and physical safety of the school community.**

- Provide ongoing training to staff to assist students with social cognitive thinking (processing, and applying information about other people and social situations.)
- Train staff members in the use of instructional strategies that assist students with strengthening their ability social interactive with others appropriately.
- Implement appropriate social contracts with students to help them monitor and control their behavior in and out of school

**GOAL #5: The Inter-Lakes School District will promote staff wellness.**

- Increase staff awareness of available programs and services through the Health and Wellness Committee.
- Provide opportunities to Inter-Lakes School District staff members in increased regular physical activity that goes beyond the current Slice of Life Program.

***CORE VALUE #4  
Involvement***

We believe that active commitment of family, community and schools is essential for a quality learning experience.

**GOAL #1: The district will improve its efforts to build a strong connection with families as full partners in their child's learning and development.**

- Develop a district "Parent Involvement Plan".
- Involve families and parents in their child's personal learning.

**GOAL #2: The district will improve and increase the amount and type of communication with parents/community to solicit their involvement when making decisions regarding curriculum, instruction, assessment, and/or other major elements relative to the operation and programs of the school district.**

- Increase the number of informational events that provide parents/community members with opportunities to become better informed about the district's educational programs and practices
- Invite parents and members of the community to serve on school district committees

**GOAL #3: A district-wide program will be implemented to recruit, train, support, and recognize volunteers.**

- Create a district program Volunteer Involvement Program with the goal of recruiting and training community members.
- Survey annually volunteers and staff to solicit feedback relative to their experience and to assess the quality of the support and training they received.
- Recognize all volunteers throughout the district for their participation.

**GOAL #4: The district will develop activities designed to involve families and the community in learning about timely and important topics within our district (ex: parenting skills, curriculum and instruction, Common Core Standards, student services, etc.).**

- Develop an inventory of current school-community partnerships, including the nature of the partnerships and

activities being conducted.

- Develop an inventory of current parent training opportunities and activities for each school.
- Collaborate with community agencies and other organizations to provide resources and training opportunities to strengthen school programs, families, and student learning.

#### **CORE VALUE #5**

##### ***Resources***

We believe that quality learning requires the attraction and retention of exceptional teachers and staff members who are continually supported by relevant professional development and provided with necessary resources.

**GOAL #1: The Inter-Lakes School District attracts exceptional teachers that are highly qualified and passionate about education.**

- Promote successful programs, along with staff and student achievement, to showcase the strengths of the district.
- Ongoing recruitment of exceptional staff.
- Interviewing process is rigorous and consistent across all schools for new hires.

**GOAL #2: Inter-Lakes School District retains highly qualified staff who have high expectations for students and themselves.**

- Participation for all new staff in a district mentor program that is connected to the curriculum, and uses the resources of the district.
- Experienced teachers will participate in programs that promote teacher excellence and retention.

**GOAL #3: All staff embraces the importance of continuous learning and increased knowledge in subject areas.**

- Developed to promote leadership and identify excellence in education in and among the staff.
- Align the district staff development plan with district initiatives to meet the needs all staff.
- Ensure the Professional Development Master Plan is current and the Professional Development Committee is active.
- Strategies to support innovation, best practices, and student achievement is aligned with district goals.
- Engage in anytime, anywhere professional development learning that is personalized for the educator.

**GOAL #4: The Inter-Lakes District promotes the use of technology to enhance instruction and increase student achievement.**

- Equip classrooms with current technology to enhance learning and student achievement.
- Develop and implement a technology plan which includes a vision, professional development structure for enhancing digital literacy geared towards a 1:1 computing environment, as well as develop and maintain the infrastructure to support it.
- Establish a district wide technology committee to guide technology integration in all areas of instruction.
- Recognize effective technology integration as a district initiative.

### **Acknowledgements**

Through great dedication to the community and students of the Inter-Lakes School District, the following individuals gave time, energy, and commitment to the strategic planning process, the vision and the mission of the Inter-Lakes School District. The core values, crafted by the Steering Committee, provided the foundation on which the Strategic Plan was crafted by the those volunteers who gave of their time, effort and spirit. The following document represents a true community effort in shepherding the educational direction for the Inter-Lakes School District for years to come. It is with profound appreciation that we thank these individuals:

#### **Steering Committee**

Phil McCormack - Superintendent	Lisa Merrill - School Board	Jack Carty - School Board
Richard Hanson - School Board	Jen Brady - Student	Patti Kennelly - Administrator
Chuck Bates - Educator	Sandy Spiro - Educator	Rebecca Dowd - Educator
Mark Billings - Resident	Sandra Mucci - Resident	Justin Van Etten - Resident
Kay Anderson - Resident	John Edgar- Local Government	Miller Lovett - Local Government

#### **Committee Members**

Mark Billings - Resident/ School Board	John Edgar - Parent/community member	Erin Apostolos - Community Member
Jack Carty - School Board/Resident	Leasa Armour - District Technology	Alesia Parks - Educator
Lucy Glenday - Parent	Christina Gribbon - Administrator	Steve Roberts - Educator
Connie Ryan - Educator	John Hansen - Administrator	Kay Marini - Educator
Kathleen Hill - Administrator	Sandy Spiro - Educator	Kay Mulcahy - Administrator
Patti Kennelly - Administrator	Nancy Wiggen - Parent	Allan Hale - Administrator
Gail Ledger - Parent	Jennifer Salamanca - Educator	Chuck Yaeger - Educator
Ariane Shuffleton - Educator	Wendy Taylor - Educator	Sara Shanelaris - Parent
Lisa Hibbert - Educator	Toni Brown - Educator	Dr. Steve Kelley - Administrator
Rhoda Young - Educator	Chris Wald - Administrator	Seth Wheeler - Parent
Everett Bennett - Administrator	Angela Stutzman - Parent	Patty Browher - Educator
Emily Enyon - Educator	Chuck Bates - Educator	Chuck DiCecca - Administrator
Kay Anderson - Community Member	Johanna Halperin - Business Member	Mary Ellen Ormond - Administrator