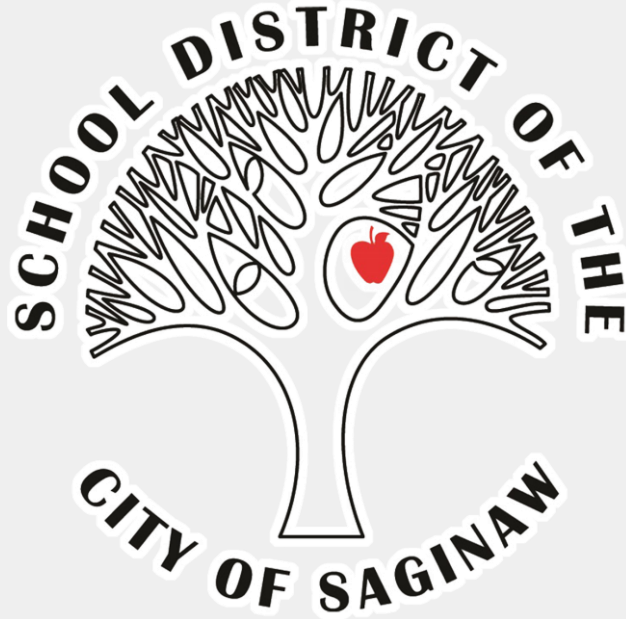


DATA-DRIVEN STRATEGIC PLANNING





Saginaw Public Schools 2025-2030 Strategic Plan Summary Document

Mission of Saginaw Public Schools:

SPSD will be a locally connected, globally competitive district that prepares, inspires, and empowers students to become leaders while achieving their full potential.





Letter from Board President and Superintendent

Saginaw Public Schools 2025-2030 Strategic Plan: Participants Help Shape the Vision and Goals for the Future of Saginaw Schools.

This document contains the 2025-2030 Saginaw Public Schools Strategic Plan. We're excited about this plan and the possibilities it provides for our students, parents/guardians and community to improve education at Saginaw Public Schools.

Community, parent/guardian and staff forums and an electronic survey resulted in 455 people providing input for the planning process. A Strategic Planning Team of 42 community members, parents/guardians, staff and students participated in an all-day planning retreat on April 12, 2025.

Throughout the planning process the community expressed high expectations of Saginaw Public Schools becoming a world class school district and having all students graduate from high school. Even though some of the goals are extremely high, they reflect the strong desire that has been expressed to embrace significant change and dramatically improve the school system.

There were several clear and consistent themes that emerged from this process.

1. While much more work needs to be done; Saginaw Public Schools is headed in the right direction with positive momentum behind the academic growth, instruction reforms and innovative new school choices .
2. The future of growth and success of Saginaw Public Schools must be a top community priority that requires support from all stakeholders (students, parents/guardians, taxpayers, businesses, non-profits, foundations, government agencies, etc.).
3. As a district, we must do a better job of positively engaging and aligning internal (students, parents/guardians, staff and the school board) and external (taxpayers, community organizations, businesses, non-profits, government agencies, elected officials) stakeholders around common goals and strategies to significantly improve academic achievement and high school graduation rates.

Our Strategic Planning Team, comprised of a very broad and diverse group of 42 stakeholders, developed the goals. We look forward to continuing to work in partnership with all sectors of our community to implement these goals and suggested strategies.

Charles Coleman, President of the Board

Ramont Roberts, Superintendent





Introduction

Strategic Planning is the process of determining what 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 with scarce resources, 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 April, the Saginaw 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 School Board President and Superintendent, completed a process that was data-driven, inclusive of district stakeholders 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 and 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 vision, mission statement, and belief statements were developed. Based on qualitative and quantitative data and a new vision, 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 455 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 the qualitative data input 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 quantitative data analysis summary). The reference districts used for Saginaw Public Schools were Battle Creek Public Schools, Bay City Public Schools, Carman-Ainsworth Community Schools, Saginaw Township Community Schools, and Southfield Public School District.

Strategic Planning Team

A Strategic Planning Team was formed to take a primary role in developing the strategic plan. The team consisting of 42 parents/ guardians, community members, board members, students and staff members, were selected with input from the Board of Education and key stakeholder groups. The team participated in a retreat workshop as well as additional committee meetings to develop a mission statement, vision, beliefs, and strategic goals. During the retreat the team reviewed and discussed relevant quantitative and qualitative data as essential elements in the formation of goals and objectives contained in this document (see team members on page 7).

Collaborating with the Saginaw Public Schools Board of Education, administration, staff and the entire community really illustrated their level of care for the school, the community, and most of all, the students.

—Deb Macon, MASB Facilitator





Strategic Planning Team Members

Greg Allington
Leann Bauer
Savannah Blunt
Kareem Bowen
Rob Bradley
Jasmine Calhoun
Charles Coleman
Theo Dillingham
Jane Fitzpatrick
Tim Furtaw
Peggie Hall
Melissa Hayes
Michael Hayes
Charles Henning

Terricina Jackson
Bob Johnson
Tamara Johnson
Ruth Ann Knapp
Matlyn Miller
Janet Nash
Bill Ostash
Jennifer Pahl
James Perry
Melvin Price
Terry Pruitt
Tiffany Pruitt
Chris Pryor
Pamela Pugh

Andrea Rethman
Ramont Roberts
Kevin Rooker
Lilli Schobert
Joyce Seals
Jack Tany
Ashley Terrell
Scott Thomas
Mattie Thompson
MT Thompson
Angela Williams
Inez Williams
Geordie Wilson
Elisa Urtiaga-Medina





Retreat Workshop

A retreat workshop was held on April 12th. The workshop included:

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





Retreat Workshop

Saginaw Public Schools 2025-2030 Strategic Plan Vision Statement

Vision statements describe what you want to happen in the long term. It should answer the question, "What are hopes and expectations for the future?" The vision statement below was reaffirmed during the Strategic Planning Team Retreat Workshop.

***The Vision of
Saginaw
Public Schools***

Educated,
Innovative,
Global Leaders





Retreat Workshop

Saginaw Public Schools 2025-2030 Strategic Plan Mission Statement

Mission statements establish, 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.

The Mission of Saginaw Public Schools

SPSD will be a locally connected, globally competitive district that prepares, inspires, and empowers students to become leaders while achieving their full potential.





Retreat Workshop

Saginaw Public Schools 2025-2030 Strategic Plan Beliefs

Beliefs: The basic beliefs/core values of the district should answer the question, "What do we believe is of utmost importance, providing guidance for how we behave and relate to others?" The following beliefs were affirmed during the Strategic Planning Team Retreat Workshop.

The Beliefs of Saginaw Public Schools

- Education is a lifelong endeavor for everyone.
- Every student must be prepared for life skills in the 21st century.
- Everyone is celebrated, supported, and protected.
- Education is foundational to achieving everyone's individual potential.
- Students will have the skills to compete in an ever-changing world.
- Embrace community and inspire peers.
- Foster an environment that prioritizes health and well-being of our students, recognizing that physical, mental, and emotional health are essential to learning and lifelong success.





2025-2030 Strategic Goals

Strategic Goals: Areas of priority importance in which the district will focus their work (1-5 years). Strategic goals achieve the organization's vision, mission and beliefs. Objectives are SMART—**S**pecific, **M**easurable, **A**chievable, **R**elevant and **T**imely.

The Strategic Planning Team, at the April 12th retreat, developed goal statements and specific objectives. The goal areas are categorized below:

2025-2030 Goal Areas

- ☐ Academics & Programs
- ☐ Learning Environment & Culture
- ☐ Communications & Community Involvement
- ☐ Personnel & Leadership
- ☐ Operations





Following the retreat, administrators were charged with developing specific objectives based on strategic goal areas identified by the team.

Goal Area 1:

✓ Academics & Programs

Strategic Goal Statement:

✓ SPSPD, in collaboration with key community partners, will foster academic and extracurricular programs that will inspire and prepare students

Priority First Year Objectives:

- ✓ Extended day opportunities in all schools
- ✓ All schools increase partnerships by 25%
- ✓ All academic programs align





Goal Area 2:

- ✓ Learning Environment & Culture

Strategic Goal Statement:

- ✓ SPSPD will provide students with a learning environment that inspires and empowers them to become adaptable leaders in a globally competitive environment.

Priority First Year Objectives:

- ✓ Increased healthy behaviors
- ✓ PBIS Implementation Plan & fidelity checks
- ✓ Clubs/mentee leadership





Goal Area 3:

- ✓ Communications & Community Engagement

Strategic Goal Statement:

- ✓ SPSPD will expand and improve its communications and engagement plan to locally connect with community stakeholders to promote student success.

Priority First Year Objectives:

- ✓ Increase & acknowledge partners
- ✓ Community involvement at district & school
- ✓ Events calendar featuring partners





Goal Area 4:

- ✓ Personnel & Leadership

Strategic Goal Statement:

- ✓ SPSD will promote the recruitment and retention of employees by investing in staff with appropriate professional development, support, and resources.

Priority First Year Objectives:

- ✓ Increase in number of certified staff
- ✓ Decrease in teaching vacancies
- ✓ Increased retention due to supports





Goal Area 5:

- ✓ Operations

Strategic Goal Statement:

- ✓ While retaining financial stability, SPSPD will implement a plan to address vacant properties and renovate open buildings for long-term use.

Priority First Year Objectives:

- ✓ Interim performance contracts
- ✓ Capital projects by year
- ✓ Demo schedule





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 goals/objectives identified during the strategic planning retreat will be translated into action plans with measurements, timelines, responsibilities and a board monitoring calendar.

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

1. Finalize Goals/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





STRENGTHS

Academics & Programs

- Gifted & talented programs
- Variety of curriculum offerings & support, including technical education
- Professional development & instructional support

Culture & Learning Environment

- Diversity & inclusivity celebrated
- Safe, supportive, positive & welcoming schools
- Focus on student success & growth
- Support for student well-being & equity



Communications & Community Engagement

- Improved communication through multiple platforms
- Strong community & family partnerships
- Efforts to engage parents & stakeholders

Personnel & Leadership

- Dedicated & caring staff
- Strong school leadership
- Passionate, hardworking Teachers
- Commitment to professional development

Operations

- New & renovated facilities
- Technology access for students & staff
- Transportation & safety improvements





OPPORTUNITIES FOR IMPROVEMENT

Academics & Programs

- Updated reading & math curriculum with resources
- More after-school & enrichment programs
- Smaller class sizes & tailored interventions
- More advanced & elective courses

Culture & Learning Environment

- Behavior issues, bullying, & student discipline concerns
- Mental health & emotional support
- Inclusive & unified school culture
- Classroom cleanliness & hygiene



Communications & Community Engagement

- Stronger family & community involvement
- Improved communication & transparency from leadership
- Disconnected or inconsistent messaging
- Parent input in decisions

Personnel & Leadership

- Teacher & staff retention, morale, training & support
- Administrator selection & training
- Disconnected administrators
- Equity in leadership decisions

Operations

- Building disrepair & outdated facilities
- Transportation inefficiencies
- Inadequate security & fire safety
- Unhealthy or poor-quality school meals



**BARRIERS****Academics & Programs**

- Lack of funding for academic programs
- Limited curriculum flexibility & outdated methods
- Insufficient support for electives and enrichment

Culture & Learning Environment

- Resistance to change among staff
- Negative mindsets & fixed mentalities
- Student behavior disrupts classroom learning

**Communications & Community Engagement**

- Lack of communication from leadership
- Low parent & community involvement
- Stakeholders not included in decisions

Personnel & Leadership

- Staff shortages & high turnover
- Leadership lacks transparency and visibility
- Unqualified or uncommitted administrators

Operations

- Chronic funding & budget constraints
- Inadequate resources & outdated facilities
- Inequities in building support & supplies





VISION

Academics & Programs

- Rigorous curriculum prepares students for future
- Expanded electives & real-world learning
- Improved reading & math performance

Culture & Learning Environment

- Safe, inclusive, & supportive schools
- Students excited & engaged in learning
- Smaller classes & better behavior support

Communications & Community Engagement

- Strong community and parent partnerships
- More collaboration with universities & businesses
- Frequent & transparent district communication

Personnel & Leadership

- Qualified, respected, and well-compensated staff
- Leadership that listens & collaborates
- Fully staffed before school year begins

Operations

- Updated facilities & equitable resources
- Increased student enrollment & retention
- More funding for staff & programs



JUST ONE THING

Academics & Programs

- Improve early literacy & reading instruction
- Relevant, rigorous, consistent curriculum access
- Offer career, trade, & life skills

Communications & Community Engagement

- More parent & community involvement
- Build strong relationships with stakeholders
- Improve district-wide communication & transparency

Culture & Learning Environment

- Smaller class sizes, better student engagement
- Address behavior with restorative practices
- Safe, supportive, inclusive school environments

Personnel & Leadership

- Hire & retain high-quality staff
- More support for teachers and substitutes
- Empowered, student-focused leadership teams

Operations

- Equitable resources & facility upgrades
- Better access to technology & materials
- Transportation, after-school, & mental health services





Data Driven Strategic Planning: Saginaw Public Schools

Based on analysis of data reviewed in the April 12th Retreat, the following points are highlighted referencing Saginaw Public Schools:

Overall, the data reveals that when compared to state averages and the reference districts selected for this report, Saginaw Public Schools emerges as a district with opportunities for improvement in academic performance, as it demonstrates significant progress in fiscal stability.

DEMOGRAPHICS

Attachment – 2.1 & 2.2

ACADEMIC PERFORMANCE

Attachment – 2.3

FINANCE

Attachment – 2.4 & 2.5

PERSONNEL

Attachment – 2.6

DEMOGRAPHICS

- Saginaw Public Schools **foundation allowance** is equal to four of the reference districts at \$9,608; the foundation allowance for the Southfield Public School District is \$12, 410. (B-1)
- **Enrollment** at Saginaw Public Schools has decreased 3.5 % over the past five years moving from 5,227 students in 2021 to 4,995 students in 2025; a net loss of 229 students.
- (B-2, B-3, B-4)
- While the decline in overall **enrollment** is gradual, a pattern emerges by grade. There are decreases in Saginaw Public Schools enrollment overall from 2021 through 2025, with increases occurring in this same period in grades 3, 4, 5, and 12. (B-4)
- Between 2019 and 2023 **student retention** fluctuated , with a significant enrollment in 2020 and departure in 2021.(B-5)



**DEMOGRAPHICS, continued**

- The demographics of the Saginaw Public Schools **student population** changed in two ways. There is a 9.3 % decrease in the African American student population and a 140.2% increase in students identifying as 2 or more races. The 2025 demographic data is as follows: 60% African American, 20% White, 12% Hispanic, 4% 2 or more Races, 2% Asian, .8% Native Hawaiian, and .2% American Indian. (B-6)
- The **median household income** in Saginaw Public Schools in fiscal year 2024 is the lowest of the reference districts, while the revenues per student rank third among reference districts. (B-7)
- The percentage of the Saginaw Public School students eligible for **lunch assistance** in 2025 ranked second among the reference districts. 82.5% of students in Saginaw Public Schools are eligible for free and reduced student lunch. Eligibility peaked in 2023 and since then has been declining. (B-8, B-9, B-10)
- Among reference districts Saginaw Public Schools ranks third in the number of **English language learners** in 2025 with 179, representing 3.6% of the total student population; this is a 27.5% decrease from 2021. (B-11)
- The number of Saginaw Public School students **transferring to schools of choice** has been declining since 2020; there was a slight increase in 2025. The number of students **transferring into Saginaw Public Schools** remains steady. (B-12, B-13)
- Saginaw Public Schools has 4629 students who chose to **attend either other districts or charter schools**. Carrollton Public Schools [745], Saginaw Township Schools [708], Bridgeport-Spaulding [530], and Swan Valley School District [187] enroll the greatest number of resident Saginaw Public Schools students. 822 Schools of Choice students enrolled in Saginaw Public Schools in 2024; Saginaw Township [343] and Bridgeport Spaulding [228] have the greatest number of students enrolled in Saginaw Public Schools. (B-14, B-15)



**ACADEMIC PERFORMANCE**

- Approximately 50% of Saginaw Public Schools 2019 graduating class, 45% of graduates in 2020, and 40% of graduates in 2021 and 2022, **progressed to post-secondary education**. This is the lowest among the reference districts. (C-1, C-2)
- **Math proficiency** of Saginaw Public School students in all assessed grade levels on the 2023-2024 M-Step were below the state average. Grades 3, 4, and 5 ranked fifth among reference districts, grade 6 ranked third and grade 7 ranked second. (C-3, C-6, C-9, C-14, C-17)
- **ELA (English Language Arts) proficiency** of Saginaw Public Schools students in all assessed grades on the 2023-2024 M-Step were below the state average. Grades 3, 4, and 5 ranked fifth among reference districts, grade 6 ranked third and grade 7 ranked fourth. (C-4, C-7, C-10, C-15, C-18)
- In each of the last five years, Saginaw Public Schools students in grades 3, 4, 5, 6, and 7 ranked below the state average, Saginaw ISD average and the six comparison districts in **proficiency on all M-Step Assessments**. (C-5, C-8, C-13, C-16, C-19, C-26)
- **Science and social studies** proficiency of Saginaw Public School students in all assessed grade levels on the 2023-2024 M-Step were below the state average. In each of the last five years, Saginaw Public Schools students in grades 8 and 11 ranked below the state average, Saginaw ISD average and the six comparison districts in proficiency on science and social studies M-Step Assessments. (C-11, C-12, C-19, C-20, C-21, C-22, C-23)
- The percentage of Saginaw Public School 11th grade students deemed **college ready** - meeting or exceeding state standards in evidence-based math and evidence-based reading and writing - assessed by the SAT, exceeds the average of all comparison districts. (C-24, C-25)
- The **graduation rate** in Saginaw Public Schools has been within 1% of the state average from 2018 through 2023. In 2022 Saginaw Public Schools exceeded the state average of 80.47% with an 83.46% district-wide graduation rate and exceeded the 2023 state average of 81.77% with an 82.43% district-wide graduation rate. (C-27)
- The Saginaw Public Schools average **student attendance** rate declined in 2022 to 79.9% and increased to 82.4% in 2023 and 83.4% in 2024. (C-28, C-29)



**FINANCE**

- In fiscal year 2024, Saginaw Public Schools **fund balance** at \$67,497,915, ranks highest of all the reference districts. Fund balance increased steadily from 2013 to 2024, with significant increases in 2021 and 2022. (D-1, D-10, D-11)
- Saginaw Public Schools has steadily reduced its **level of fiscal distress** to a 1 out of 10 in 2023 and 2024 compared to 6 out of 10 in 2015. The 2024 level of fiscal distress ranks second and is tied with one other reference district. Only one reference district ranks higher and is in no fiscal distress. (D-2)
- With the second highest **pupil enrollment** of 5,214 among reference districts, general fund revenue of \$19,928 per student and general fund expenditures of \$19,619 per student ranks third among the reference districts. (D-3)
- In 2024, Saginaw Public Schools, received the highest amount of **revenue** from state sources of \$12,689 and the second highest revenue of \$3,809 from federal sources, among reference districts. (D-4)
- Saginaw Public Schools 2024 **total expenditures** are \$102,291,865, rank second among reference districts. (D-5)
- Spending per student for **school administration** and **instruction staff**, each ranks second compared to reference districts, spending per pupil for **pupil services** ranks fourth, spending for **added needs & adult\continuing education** is the highest, and spending for **basic instruction programs** ranks fifth out of reference districts. (D-6)



**FINANCE, continued**

- Spending per student for **central support services** of \$648 ranks third; **transportation** of \$870 and **operations & maintenance** of \$2,372, both rank second; **business, interest, & abatements** of \$366; and **general administration** of \$193 ranks fourth among reference districts. Additionally, **operations expenditures** as a percent of total expenditures is 12.1 %, ranking highest of all the reference districts, (D-7, D-15)
- Spending per student for **community services** of \$50 ranks fifth and athletics & other support services of \$255 ranks third among reference districts. (D-8)
- Spending per student for **capital projects** of \$1,421 ranks second and **transfers out to other funds** of \$105 ranks highest among reference districts. Saginaw Public Schools has no **long-term debt** service obligation and makes no **payments to other schools**. (D-9)
- Saginaw Public Schools has the second highest **tax rate** among reference districts and is the only district among reference districts with no **sinking fund**. (D-12) In fiscal year 2024, Saginaw Public Schools, **pupil to staff ratio** is 20.10, ranking third among reference districts. (D-13)
- In 2021 through 2024 Saginaw Public Schools, **transportation costs** increased significantly, mirroring an increase in the total number of students requiring transportation services. Transportation costs for regular education students at \$2,459 per student in 2021, increased 53% to \$3,762 in 2024 and transportation costs for special education students at \$ 3,466 in 2021, increased 64% to \$5,685 per student in 2024. (D-14)



**PERSONNEL**

- In 2015, while the enrollment in Saginaw Public Schools began to decline, leveling in 2020 with a slight drop in 2025, the **number of teachers** dropped by 35 from 277 to 242, while the **number of paraprofessionals and aides** increased by 9 from 40 to 49. (E-1, E-2)
- Adjusting for changes in enrollment, the district has maintained consistency in staffing, when analyzing the **percentage of staff in each function** over the years. Other support services staff – the second largest staff function after teachers – showed a nearly 10-point increase from 2010 to 2025. (E-3, E-4)
- Only two reference districts have a **pupil to all-staff ratio** lower than Saginaw Public Schools. The **pupil to teacher staff ratio** is 19.30, with three of the reference districts having a lower pupil to teacher staff ratio than Saginaw Public Schools. The **pupil to administrator staff ratio** in Saginaw Public Schools is the lowest of all reference districts at 174.30. (E-5, E-6, E-7)
- Comparing the **average salary across all job functions**, there is only one of the reference district with a lower average salary than in Saginaw Public Schools at \$60,666. (E-5, E-6)
- Compared to the **average pupil to teacher staff ratio**, within the last five years, Saginaw Public School was lower than the state average in 2021 and 2022, equal to the state average in 2023 and exceeded the state average in 2025. (E-8)
- Saginaw Public Schools ranks third among reference districts in terms of **salaries and benefits per FTE** (full time equivalent) for all staff. Saginaw Public Schools ranks second among reference districts in the amount of general fund expenditures of \$7,622 per student and ranks third among reference districts in the amount of total salaries of \$39,740,107. (E-9, E-11, E-12)
- One reference district has an **average teacher salary** lower than Saginaw Public Schools. (E-10)

Submitted: April 7, 2025





The Wave | What are incoming, developing, settled, and outgoing trends, ideas, practices, paradigms, etc.in the education arena?

EMERGING

- More students leading
- Improved test scores
- Parent & community relationships
- More inclusion in sports
- Unified sports (special ed. also included)
- More incentives for students
- More control- ownership for students
- Online/virtual
- Shared instructors
- Dual enrollment offerings
- Increased pathways to teacher certification
- Upgrade playgrounds
- Grow your own – 2 levels
- International staff
- New teacher academy to support & mentor
- Retired teacher
- Factual history being suppressed
- Banned books
- Limiting information in history books
- Social emotional learning
- Grow your own programs
- Retention/Recruitment bonus
- Flexible work schedules
- DEI
- AC in all buildings
- Labor relations – union employee engagement
- Technology advancements
- Experiential/skill based/project learning
- Increase community partnerships, churches, CBO- community based organizations
- Support & focus on the “whole child”
- Health, social, emotional
- << Facilities touch everything>>
- Financial position improving
- Keep touting your alumni; especially if they are making strides in our community





The Wave | What are incoming, developing, settled, and outgoing trends, ideas, practices, paradigms, etc. in the education arena?

ON THE HORIZON

- Discerning use of information & sources – science of reading
- Whole child – social emotional, conflict resolution, peer mediation, self-regulation
- Technology/AI – responsible use
- Student participation in planning
- School board seat for youth
- Leadership initiative; groups; electoral college
- Life skills
- Character training
- Bully prevention
- Gun violence prevention
- Communal innovation time in beautiful communal space
- Public space use
- Child empowerment – respect of their voices, ideas, needs, vision
- Citizenship – responsible action
- Adaptation to current and future technology
- Speaking back and pushing back on callous policy
- Merging education, community, career technical education (CTE)
- Creativity in finding ways to deal with staffing issues
- Community school practices
- Parental training
- Transition to medical services
- Community health workers in school-based health centers
- Health care dual enrollment
- Early Middle College
- VR – virtual reality
- AR – augmented reality
- Immersive learning to understand complex subjects
- Multiple ways to demonstrate learning
- Fundraising for SPS Foundation- teacher grants
- Reopen print shop!
- Federal cuts to social services, family meals, food & health programs
- Federal mandates or “carrots” for DEI language?
- Importance of expanding government, social studies & U.S. history
- Cursive & Demos





The Wave | What are incoming, developing, settled, and outgoing trends, ideas, practices, paradigms, etc. in the education arena?

ESTABLISHED

- Unified high school
- School health services, including mental health
- New school = increased community partnerships, engagement
- Sports, physical health
- PBIS-positive behavioral interventions & support
- S.T.E.M. – Science, Technology, Engineering, Math
- Pride in the schools
- Trades (SCC) going strong
- Student involvement
- Career path options
- State of the rt school environment is good
- CCSS-Common Core State Standards
- Special education inclusion
- Th 3 R's: Reading Writing, Arithmetic
- SEL
- Foreign language necessity





The Wave | What are incoming, developing, settled, and outgoing trends, ideas, practices, paradigms, etc. in the education arena?

DISAPPEARING

- “Love” of sports, AAU, traveling teams
- Parent engagement
- Extracurricular in general
- Neighborhood schools
- Music education.
- “Cookie Cutter degree paths
- Required testing = less time to teach
- AP/IB courses
- Funding for underrepresented initiatives
- Student Population
- Vital skills
- Soft skills
- Parent Involvement
- Teaching pedagogy
- INSTABILITY (family structure, community vision)
- Community traditions: church, neighbors
- Home ownership
- Whole language instruction
- Educational Resources
- Lack of true community unity
- Financial literacy
- Lack of opportunity – youth recreation
- Sene of community
- Less paper/pencil
- “Being there” learning, field trips, on site learning
- Overkill on security & policing
- DEI
- DEI/liberal arts





Academic Performance

Elementary Academics

- Math proficiency – 5th in
- ELA below state average
- SPSD 7th for proficiency in all M-Step
- Student attendance 79.9 % in 2022; 82.4% in 2023 due to covid

High School Academics

- Difference in achievement elementary & high school
- Scores peaked in 2021, then declined significantly
- Graduation rates remain above average

Middle School Academics

- Grade 6 math – mid-pack of comparison districts
- Grade 6 ELA trending up
- Grade 7 math largest # not proficient among per districts
- No improvements by aggregate
- Grade 7 ELA less than grade 6
- Grade 8 trend comparison charts only given
- Social studies – faster rate of increase than others
- Science – faster increase and more improvement than 4





Enrollment and Demographics

Enrollment

- Enrollment has leveled since 2020/ projected to increase with CMU/ hotel & conference Center
- Economically disadvantages students receive access to healthcare (3-21) at school (SUHS & SASA)
- Free lunch survey 5 dropped this year due to parents not filling it out (risk loss of grant \$)

Demographics

- Significant losses: GM, charter schools, schools of choice, crime rate, Mable - 2007, Gray Iron - 1994. TRW - 2014, Stearing Gear - 2001, Eaton, and Tool & Die
- Census #'s – Do they track with enrollment?
- 2021-2025 – 3.5% (2021 post covid didn't return)
- Carrolton migration
- Target “whole” district (Kochville, BV)
- Merge loss – Athletic Competition?





Finance

- Have highest state and 2nd highest federal revenue!
- No long-term debt!!
- But NO sinking fund exists - \$\$ Possible (Emergency funds for Inf. Trans, Tech)
- Safe to spend down X amount of fund balance, and safely have 12% state requirement.
- Safe to restore services cut and/or bring contracted services back in house
- Invest in staff salary/benefits to be on the high end of competition
- Have a solid plan for district offline building – use or demo
- With upgrades to HVAC systems in online buildings





Personnel

- Overall decrease in staff – 1,139 to 700 – teachers, special ed teachers, library/media center; % wise – consistent with enrollment
- More assessment is needed to determine if we need staff
- Recruitment & retention out of 6 comparable districts, ranked #5 out of 6 for teacher's salary's
- School administrator's salaries are ranked 6 out of 6 in comparable districts (E-7)
- Compared to other districts, our salary expenditures per student were #2 out of 6 – doesn't include transportation (contracted)





Academics & Programs

- Different way to have dollars allocated to classrooms to be more accessible to teachers financial control to avoid another 12 million debt | 1
- Community service hours to graduate – 100 | 11
- Getting students mor involved with & engaged with Admin staff through a local student govt that sets goals. | 1
- Co-curriculum
- Integrate tech in the classroom; What tools will you use? Will they need phones? | 1
- Recruit tutors from businesses, colleges, churches, organizations, unions, volunteer organizations, youth groups | 7
- Interactive classroom programs that address creative and critical thinking in the classroom w/community partners (not just extracurricular) | 4
- Increase “hands on” and “Being there” field trips (so all start with some knowledge base) | 2
- More after school clubs/activities | 3





Culture & Learning Environment

- Job shadowing in many fields | 11
- Community service hours; complete career or college exploration course | 1
- Young politics clubs | 9
- Create student & community “Influence & Impact Council” city-wide | 3
- Create multiple ways to demonstrate learning
- Clubs & Extracurricular to develop leadership training; Ezekiel Project wants to train future leaders; Toastmasters | 1
- Student rep on school Board | 6





Communication & Community Engagement

- Improve # of students & their families 3-21 to access health services at school health sites | 3
- Incorporate school-based health services into all marketing/promotions implemented by SPSD | 4
- Return to community schools – after hours use – all citizen focus | 1
- Reopen print shop | 6
- We are not utilizing our alumni's accomplishments to our advantage. Why not do an Alumni-All Star recognition every month | 2
- Student to student sensitivity/respect assemble around all schools | 2
- Hire a communications P.R. person | 1
- Parent liaison in all Title 1 Buildings | 3
- Link each school with a church, CBO, or neighbors in the vicinity of the school | 1
- Student led newspaper mailed to residents | 1
- Parents & family are key to building foundational strengths – how can we incentivize them to engage? | 1
- “Commit to our kids program” (sponsorships, donations, funding) “Connect to our kids” (volunteers/ mentors/ sponsor program) – Publicize in local media | 1
- Use of public spaces & support through social work – less policing





Personnel & Leadership

- Recruit School Board members in advance of openings | 6
- Provide stipend exposure experience for 1-2 yr college students | 5
- Adequate supply budgets | 4
- Staff awards at opening day
- Teacher academy | 1
- Bring back Difference Maker Award | 1
- Smaller class sizes in Elem & Spec Ed
- Building orientation & training week – all staff
- Support staff raises
- Pay teacher health all summer, even if they resign in June – gives us more time to recruit for openings
- Monthly staff appreciation events
- Include BI's, AI's, & Aides in PLC or staff meeting





Operations

- Create sinking fund | 11
- Grant funding to demolish vacant buildings | 10
- Implement demo minimum per year of dilapidated bldg. | 1
- Performance contracting to address HVAC, electrical, roofing, etc. @ open buildings | 4
- Advocate for State funding (\$ separate pool of funds) to address facility needs | 3
- Green spaces | 1
- Place-based learning & environ. ed. opportunities | 1
- Bring back the Blue Back Pack program to Elem - HS

