

**Allendale Public Schools
2021-2026
APS-4 Strategic Plan Summary Document**



Allendale's Mission Statement:

Allendale Public Schools commit to educate, inspire and support all students.



Letter from Board President and Superintendent

Allendale Public Schools 2021-2026 Strategic Plan:

Plan Updates Help Continue the Vision and Goals for the Future of Allendale.

This document contains the 2021-2026 Allendale Public Schools Strategic Plan. We're excited about this updated plan and the possibilities it provides for our students, parents/guardians, and community to continue to improve education at Allendale.

Due to COVID-19, there was not an extensive process for strategic planning. Instead, district administrators participated in an all-day planning retreat on June 15, 2021, updating the 2016-2021 strategic plan. This plan was then reviewed by the Allendale Board of Education on July 12, 2021.


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

1. While much more work needs to be done, Allendale Public Schools continues to head in the right direction with positive momentum behind the academic growth, instructional reforms, and updated facilities.
2. The future of growth and success of Allendale 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 continue to 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 district administrators updated the goals. We look forward to continuing to work in partnership with all sectors of our community to implement these goals and suggested strategies.

Josh Thurkettle, President of the Board

Dr. Garth Cooper, Superintendent



The Strategic Plan Process

Strategic Plan Update Team

Due to COVID-19, district administrators took a primary role in updating the strategic plan. The team participated in a retreat workshop as well as additional committee meetings to update strategic goals. During the retreat, the team reviewed and discussed essential elements in the formation of goals and objectives contained in this document, including data from parent/staff/student surveys.

Retreat Workshop

A retreat workshop was held on June 15, 2021. The workshop included:

- An overview of the strategic planning process and timelines
- Renewal of strategic goal areas and key objectives
- Next steps

Strategic Plan Update Team Members

Chuck Bailey, Allendale Middle School Assistant Principal
Doug Bol, Evergreen Elementary and Oakwood Intermediate Principal
Garth Cooper, Superintendent
Tamika Henry, New Options Principal
Gwen Luban, Oakwood Intermediate Assistant Principal
Heidi Mucha, Allendale High School Assistant Principal
Paul Mulder, Director of Technology
Scott Park, Chief Financial Officer
Travis Plain, Allendale Middle School Principal
Julia Reynolds, Assistant Superintendent of Curriculum and Instruction
Daniel Russell, Athletic Director
Blake Smolen, Allendale Early Childhood Center Principal
Gary Torno, Director of Operations
Troy VanderLaan, Allendale High School Principal
Andrew VanderWal, Evergreen Elementary Assistant Principal
Jessica Woodard-Robbert, Director of Special Education

2021-2026 Strategic Goals

Strategic Goals: Areas of importance in which the district will focus their work for the next 5 years. Strategic goals achieve the organization's vision, mission and beliefs.

The Strategic Plan Update Team, at the June 2021 retreat, updated goal statements and specific objectives.

2021-2026 Goal Areas

- ***Academics and Programs***
- ***Learning Environment and Culture***
- ***Communication and Community Engagement***
- ***Leadership Development***
- ***Support Services***

Goal Area 1: Academics and Programs

Strategic Goal Statement: Allendale Public Schools will increase and enhance district programs and student support services to positively impact the academic achievement and social-emotional development of all students.

Priority Objectives:

- Continue to work on horizontal and vertical Y5-12 alignment
- Focus on Teacher Clarity instructional practices (learning intentions/targets, success criteria, assessment opportunities, language support)
- Continue and improve focus on utilizing data and assessment results
- Continue Multi-Tiered Systems of Support (MTSS) through academic interventions, inclusion, and Positive Behavioral Interventions and Supports (PBIS) at ECC, Evergreen, Oakwood
- Enhance Multi-Tiered Systems of Support (MTSS) through academic interventions, inclusion, and Positive Behavioral Interventions and Supports (PBIS) at MS and HS
- Focus on Social-Emotional Learning, including Ottawa Community Schools Network (OCSN) and social skills development
- Increase student engagement and participation in athletics and extracurricular activities
- Encourage student participation in supplementary courses: AP classes, early college, dual enrollment, career tech and work study

Goal Area 2: Learning Environment and Culture

Strategic Goal Statement: Allendale Public Schools will foster a learning culture that is safe and inclusive, and addresses the needs of the whole child.

Priority Objectives:

- Continue and improve anti-bullying and mental health initiatives
- Enhance district campus and facility safety
- Continue and improve anti-bias/diversity awareness and education within the district
- Promote student engagement and shared responsibility
- Implement Y5-12 consistent behavioral expectations

Goal Area 3: Leadership Development

Strategic Goal Statement: Allendale Public Schools will create and implement a framework that cultivates shared leadership and collaboration which includes all stakeholders.

Priority Objectives:

- Identify and clearly define staff leadership roles and responsibilities
- Identify and clearly define student leadership roles and responsibilities
- Identify and clearly define parent leadership roles and responsibilities
- Develop comprehensive leadership development plan for staff, students, parents
- Continue and enhance professional learning plan for staff

Goal Area 4: Communication and Community Engagement

Strategic Goal Statement: Allendale Public Schools will improve community engagement through purposeful programming and communications.

Priority Objectives:

- Focus on in-person parent involvement through parent/teacher conferences and other events
- Continue and enhance efficient communication through websites, email, social media
- Continue and intensify parent/family support through Title I and EL programming
- Develop community partnerships with all buildings
- Involve students in community partnership opportunities
- Explore deeper partnerships with GVSU

Goal Area 5: Support Services

Strategic Goal Statement: Allendale Public Schools will create a sustainable plan to develop and maintain premier facilities, equipment, and technology consistent with community growth.

Priority Objectives:

- Develop sustainable funding plan to address immediate needs:
 - HS parking lots
 - ECC playground cameras
 - EG gym air conditioning x 2
 - OW accessible playground equipment
 - MS increased Wi-Fi outside
 - HS galvanized piping
 - New Options space
 - TVs for cafeteria spaces (MS, OW)
 - HS air conditioning upgrade
 - Aging maintenance equipment
- Begin formulating plans for long term needs such as:
 - ECC expansion
 - HS roofs
 - MS room usage
 - HS maintenance surfacing on track
 - CFAC parking
 - Technology device rotations
 - More Wi-Fi capability
 - Rotation of buses
 - Athletics wing (offices, storage, lockers)
- Successfully pass a bond or sinking fund millage in the future

Updated Input Summary

Strengths

Leadership Development

- Quality, dedicated staff
- Strong superintendent, building, program leadership
- Internal teacher leadership structure
- Forward, visionary thinking
- Actively involved parents
- Student leadership potential
- Data-driven decisions

Academics and Programs

- Variety of quality programs
- College, AP
- MTSS, tiered support
- Inclusive programming for special populations
- Technology integration
- Fine arts and athletics
- Student-focused
- Early childhood focus
- Student achievement
- Extra-curricular (Science Olympiad, Robotics, clubs)
- Summer programming
- Increased Special Education Director support
- Curriculum Director for curricular and instructional support

Learning Environment and Culture

- Anti-bullying program
- Sense of community
- Safe environment
- School spirit
- Exceptional kids
- Mental health supports
- Anti-bias/diversity training
- Strong PBIS support

Updated Input Summary

Strengths

Communication and Community Engagement

- Parental support and engagement
- Community support and engagement
- Communication
- Social media presence
- Title I, EL family support
- OCSN
- Community mentors

Support Services

- High quality, modern facilities
- Financial stewardship
- Separate Operations and Transportation directors
- Comprehensive food service
- Sustainable, adaptable, robust, 1-to-1 technology
- Full-time Athletic Director
- Continuous improvement

Updated Input Summary

Goal Priority Needs

Leadership Development

- Professional learning capacity (presenting, learning labs)
- Time for PD with priorities
- Differentiated PD for all groups
- Define teacher leadership
- Framework for student leadership
- Framework for parent leadership
- Well trained staff in leadership and collaboration
- Aligned leadership
- Quality professional learning
- Increased leadership opportunities for stakeholders

Academics and Programs

- High student achievement
- More advanced/non-core courses
- World language program
- Project-based learning
- Student ownership
- Work-based learning
- K-12 alignment
- Increase participation in college and career ready programs
- More diverse course offerings
- MTSS for all
- Emphasis on real world application to create global citizens
- High extra-curricular involvement
- Student-centered decision making

Learning Environment and Culture

- Consistent K-12 expectations
- Staff morale
- Welcoming, inclusive district
- Productive student use of technology
- Security and safety
- More mental health support
- Collaborative, high-functioning district
- Trusting culture
- Motivated, engaged students
- Safe and brave spaces for students to have conversations about difficult issues

Updated Input Summary

Goal Priority Needs

Communication and Community Engagement

- Parent/community involvement
- Connecting to community, including senior citizens
- Student involvement in the community
- In-person parental involvement
- GVSU partnership
- Community partnerships

Support Services

- Building utilization plan
- Appropriate program funding
- Maintaining technology needs
- Updating bus fleet
- Updated operations/maintenance equipment
- HR support (hiring, conflict resolution)

Updated Input Summary

Vision

Leadership Development

- Well trained staff in leadership and collaboration
- Aligned leadership
- Quality professional learning
- Increased leadership opportunities for stakeholders

Academics and Programs

- High student achievement
- K-12 alignments
- Increase participation in college and career ready programs
- More diverse course offerings
- MTSS for all
- Emphasis on real world application to create global citizens
- High extra-curricular involvement
- Student-centered decision making

Learning Environment and Culture

- Collaborative, high-functioning district
- District excels in all areas
- Trusting culture
- Motivated, engaged students
- Safe and brave spaces for students to have conversations about difficult issues
- Welcoming, inclusive district
- High standards

Updated Input Summary

Vision

Communication and Community Engagement

- In-person parental involvement
- GVSU partnership
- Community partnerships
- Student involvement in community

Support Services

- Up-to-date technology
- Appropriate facilities
- Financially stable
- Successful bond passage
- Improved athletic facilities