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Forward Thinking

School
Improvement Plan
2009-2014



Macomb Intermediate School District
www.misd.net



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(continued)**

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Forward Thinking

School
Improvement Plan
2009-2014



MISSION

Macomb Intermediate School District:
Service, Support and Leadership

VISION

We are the Macomb Intermediate School District.

We provide quality service to special education and general education students, instructional and technical support to school staff, and cutting-edge educational leadership in Macomb County.

We are committed to all the students of Macomb County. To serve them well, we are resolute in involving parents, school personnel, and the community at large, including business, government, and civic organizations as active partners in planning, delivering and evaluating our services.

We work directly with individuals with disabilities who reside in Macomb County School Districts. We serve students of all ages, from newborns to adults, meeting their unique learning needs and supporting their families all along the way.

Within the twenty-one local districts and public charter schools, we focus our efforts on building capacity with school staff. Through quality training and instructional support, we increase their knowledge, skills and abilities, so all students receive a rigorous and effective educational experience.

We promote all aspects of the educational process through our development and support of technology. We provide training in the use of essential technology tools that enhance curricular, instructional and administrative services in our schools and, as a result, opportunities are expanded for all.

We work collaboratively with colleges and universities and are leaders in state and national programs. We anticipate needs and opportunities, all with the single purpose of identifying, developing and implementing programs and practices that, through education, improve the quality of life in Macomb County.



Foreword

COLLABORATION is the principle by which Macomb County sets itself apart in many ways. County entities representing government, civic organizations, human service agencies, businesses, higher education, law enforcement, and health care have a proven track record of collaborative efforts that help the county operate more effectively and efficiently for the benefit of residents. We are proud these same entities have joined forces with public education for the past 15 years to help set the “compass” for our countywide efforts. We believe that in order to be prepared to move effectively into the future, we need to listen carefully to the needs of our community and adjust our course as necessary to be responsive to those needs, even as they change. It is with great pride that the MISD Board of Education and Administration submit this substantive plan for moving education forward in the county over the next five years.

Our thanks to the citizen’s Advisory Committee for determining the “big picture topics” for our focus and to the dedicated task committees for hours of work concentrating that focus within seven areas: collaboration, innovation and alternatives; community relations and involvement; curriculum and instruction; efficiencies, finance and operations; population trends and planning; professional development; and, technology.

This document outlines the plan that will guide our efforts from now through 2014. Because of the direction set by the Advisory Committee, it is not surprising that the plan’s goals and strategies frequently intersect along common threads. For that reason, this document cross-references similar strategies recommended by more than one committee. It also draws attention to strategies that, by their nature, provide additional opportunities for collaborative efforts. Given the frequent discussions about collaboration and consolidation of services, we are pleased this document provides many excellent chances for districts to work together, as well as with county agencies, to focus local resources and talent to best benefit Macomb students and families. This plan clearly demonstrates that sharing of services and ideas will continue to be a cornerstone of educational improvement and excellence as it has been for over 15 years.

We wish to thank Dr. Gayle Green for spearheading this effort. Dr. Green was responsible for shepherding the MISD’s 2004–2009 plan from beginning to end, and she brought great understanding and leadership to the development of this ambitious five-year plan as well. Thanks, too, to the many MISD staff members who assisted throughout the planning process, particularly for making certain that it represents commitment to ALL of Macomb County’s public school students.

We are proud to offer this plan and we look forward to the challenges and opportunities it will provide over the next five years. We welcome the opportunity to work with the community and citizens of Macomb County as this plan unfolds.

Michael R. DeVault
MISD Superintendent
Chair of the Advisory Committee



Overview and Process

ON JANUARY 16, 2009, a distinguished group of leaders and visionaries came together and was charged with a difficult and daunting task: Identifying the priorities which would form the basis for a plan to improve public education in the 243 public schools and academies in Macomb County for the next five years. Although the group was representative of many different fields of endeavor, they came together and accomplished their task. The development of the fourth five-year School Improvement Plan of the Macomb Intermediate School District had begun.

Requirements

The story actually began 16 years ago when, in February 1993, the Michigan Legislature enacted Public Act 339. The law required intermediate school districts to develop a plan for school improvement that would provide all children within their service area with a high quality education and expanded opportunities, regardless of the size and/or resources available to them in their local district. Recognizing that only an intermediate school district could assume that responsibility with any reasonable expectation of meeting it, the Legislature set the following requirements for the School Improvement Plan:

- It would be developed collaboratively with input from representatives of the business community, residents, parents, ISD and constituent district staff, school board members, district and school administrators, teachers and other employees.
- It would cover a time period of three to five years.

Further, it would include:

- Methods to assist districts in improving pupils' academic learning.
- Assurance that all pupils have reasonable access to all programs offered by the intermediate school district, including, but not limited to, transportation if necessary.
- A plan for professional development that supports academic learning.
- Methods to assist school districts in integrating applied academics, career and employability skills into all curricular areas.
- Ways to make available in as many fields as practicable, opportunities for structured on-the-job learning, such as apprenticeships and internships, combined with classroom instruction.
- Collaborative efforts with supporting agencies that enhance academic learning.
- Long-range cost containment measures, including additional services that might be provided at reduced costs by the intermediate school district or through cooperative programs, and cost reduction programs, such as interdistrict cooperation in special education and other programs and services.



- To the extent that it would improve school effectiveness, specific recommendations on consolidation or enhanced interdistrict cooperation, or both, along with possible sources of revenue.
- Finally, that there would be an evaluation of the plan upon its completion.

The first MISD School Improvement Plan was adopted by the Board of Education in 1994 and was completed in 1998. The second Plan, entitled *Vision 20/20*, covered the years 1998 through 2003, being extended by Board action to June 2004. The third Plan, entitled *Protocols of Progress*, was adopted by the Board on May 26, 2004, and completed in June 2009. The fourth Plan, contained herein, was adopted by the MISD Board of Education on October 14, 2009, and will guide the district's work through June 2014.

Why plan?

The National School Boards Association offers this answer: "Systemic change offers an opportunity to enact change while moving beyond thinking about individuals and individual organizations, single problems and single solutions." Further, collaborative planning provides the opportunity to:

- Create a vision of what you want the system to look like and accomplish.
- Take stock of the current situation in light of the vision.
- Ensure the best use of limited resources.
- Make data-based decisions about priorities.
- Create a sense of unity and ownership.

The Plan that follows demonstrates the power of a diverse group of concerned and committed individuals united in the common purpose of improving the lives of children by improving the public schools they attend. The potential of collaborative planning was realized because of the diligence and attention of the participants, as evidenced by the rigor and quality of the Plan that follows.

Forward Thinking

We have entitled this plan *Forward Thinking*, despite the fact that the future of state services in Michigan has never been less predictable. While federal mandates, state funding capacity and county direction may be in a period of transition, one thing the committee knew with certainty was that the students we serve represent the future, thus we had to look forward. The Plan is organized into seven areas of focus, with the overlap between areas clearly identified. This will enable practitioners responsible for implementing the Plan to work collaboratively and as efficiently as possible. Data will be collected frequently to assist in both assessing progress in implementation and the effectiveness of chosen strategies.



The Process

Following a model used very successfully with the previous three plans, MISD administration identified seven focus areas for the new School Improvement Plan, areas that both met the requirements established by the Legislature and reflected what were perceived as county needs. Those areas are as follows:

- Collaboration, Innovation & Alternatives
- Community Relations & Involvement
- Curriculum & Instruction
- Efficiencies, Finance & Operations
- Population Trends & Planning
- Professional Development
- Technology

An Advisory Committee was formed of representatives from the business community, judges, legislators, representatives of county agencies, members of the educational community and parents. Advisory members were selected because of their knowledge of and sensitivity to the needs and expectations of the county. Chairpersons for the task committees were recruited to both lead the individual committees and to serve as the Steering Committee for the process.

The Advisory Committee met twice. At the first meeting (January 16, 2009), they were asked to determine priorities by completing a survey. Responses were compiled and given to the task committees to serve as a framework for all future work. The top four priorities identified were as follows:

- There is a need for stable and adequate funding.
- Schools need to be more individualized and personalized.
- Education needs to be future-oriented and relevant to all.
- All students must have equitable opportunity and access to quality programs.

Task committees began their work by reviewing the Advisory Committee's survey results. Membership on task committees included teachers, parents, business representatives and administrators. Two facilitators from the MISD were assigned to each task committee to assist in research and organization. In addition to the members of the committees, various constituent groups were consulted for information and requests. The Steering Committee met four times during the process to ensure that the goals and strategies of each task committee were aligned with each other, and that a cohesive, comprehensive plan was being developed. In all, 130 people spent well over 150 hours developing the School Improvement Plan.

On June 10, 2009, the Advisory Committee met for the second time. Each task committee reported its vision of the end product and the draft plan was



presented and reviewed. The Advisory Committee was asked two questions: Have we captured the priorities you set for us on January 16? Do our “Measures of Success” for each goal describe success as you see it? The Advisory Committee made final suggestions and affirmed the plan to be sent to the MISD Board of Education for adoption.

What are the next steps?

Following adoption by the Board of Education on October 14, 2009, the professional staff at MISD began developing a detailed action plan for implementation, including determining resources and responsibilities. Where suggested strategies have cost/resource implications, implementation will be dependent upon availability of local, state and federal resources. The Plan will be updated each year, with the Advisory Committee convening annually to review progress. The Plan and annual updates will be posted on the MISD website (www.misd.net) for public review and comment.

The late Dr. Ron Edmonds, internationally respected authority on the school improvement process from Michigan State University, once said the following about school improvement:

“We can, whenever and wherever we choose, successfully teach children whose schooling is important to us. We already know more than we need to do that. Whether or not we do it must finally depend on how we feel about not having done it so far.”

The residents of Macomb County place the education of their children high on their list of priorities. While our schools show achievement above the state average every year, MISD recognizes that we should always be in a cycle of continued improvement. This Plan, ambitious and sweeping, demonstrates our commitment to improvement of not only the public schools in our service area, but the quality of life for all of Macomb County.



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Forward Thinking

**collaboration, innovation &
alternatives**



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Lakeview Public Schools



**Forward
Thinking**

Macomb Intermediate School District
School Improvement Plan 2009-2014

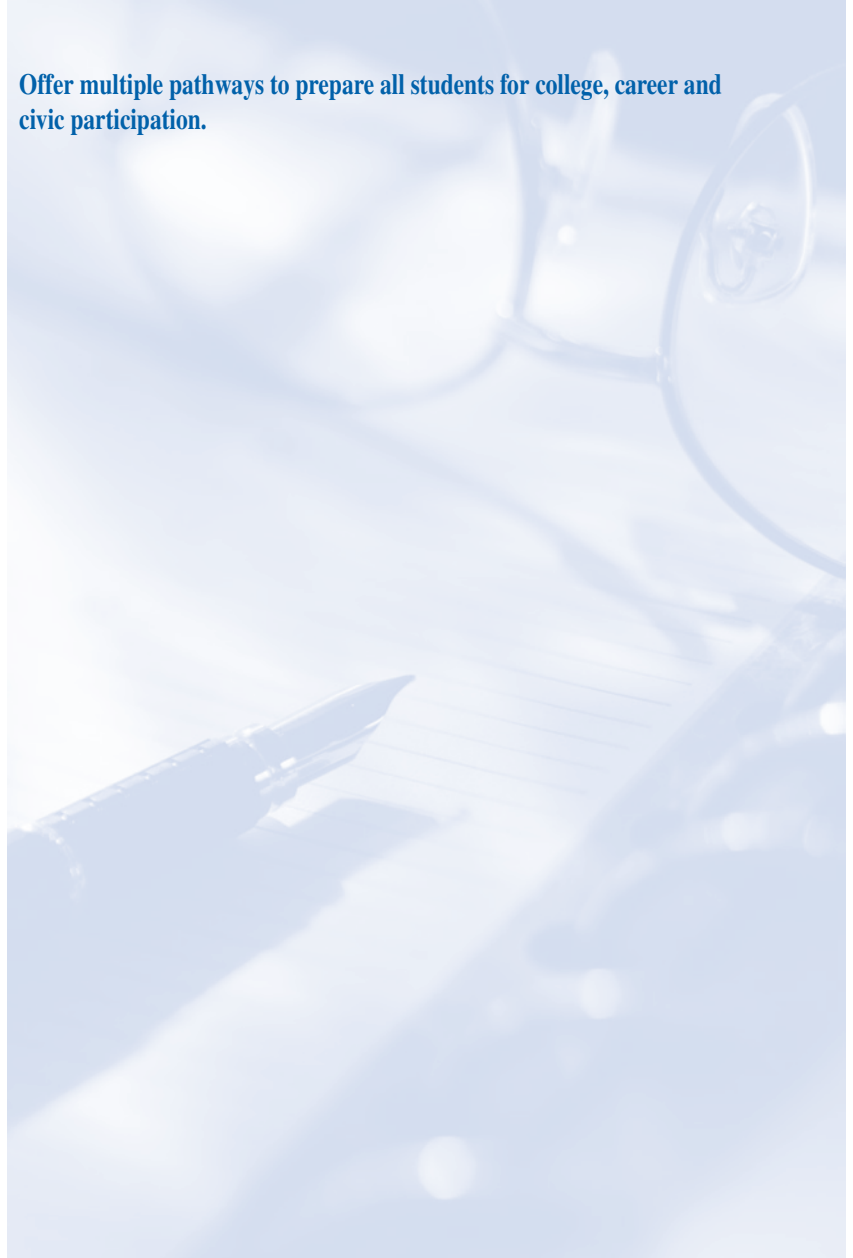
**collaboration, innovation &
alternatives**

Goal areas

goal areas

Goal 1

Offer multiple pathways to prepare all students for college, career and civic participation.





Goal 1

Offer multiple pathways to prepare all students for college, career and civic participation.

measure of success 2014:

- Increased high school graduation rates (from baseline of 2009).
- Science, Technology, Engineering, Mathematics (STEM) initiatives evident in the core curriculum of every secondary program.

Objective 1.a

Support, enrich and expand collaborative initiatives.

implementation strategies	related strategies by committee						
	I	II	III	IV	V	VI	VII
1. Support continuous improvement of the International Baccalaureate program; consider replication or expansion.		54 55					
2. Explore the possibility of opening a new technology high school based on the “High Tech High” model.			*				*
3. Implement a successful Macomb Early College program.			81				
4. Develop and implement the career academy concept at the high school level.			80 84				
5. Support the Science, Technology, Engineering, Mathematics (STEM) initiative by including it in all math, science and technology programs.			*				

Objective 1.b

Increase connections between elementary school, middle school and high school learning.

implementation strategies	related strategies by committee						
	I	II	III	IV	V	VI	VII
6. Expand the use of the Educational Development Plan at the middle and high school levels, making it more meaningful and operational.					172 177		
7. Provide career pathway concepts and lessons appropriate to elementary, middle and high school students that classroom teachers can easily use.			*				
8. Provide opportunities for elementary and middle school students to visit innovative, emerging county programs, such as the International Academy of Macomb, career education/academy programs, and those related to nanotechnology and alternative energy. Opportunities could include summer academies, virtual field trips and business partnerships.							228

Key to Committees: **I** (Collaboration, Innovation & Alternatives), **II** (Community Relations & Involvement), **III** (Curriculum & Instruction), **IV** (Efficiencies, Finance & Operations), **V** (Population Trends & Planning), **VI** (Professional Development), **VII** (Technology)

*additional opportunity for collaboration.

Objective 1.c

Foster interdisciplinary and transitional connections between content and teachers.

implementation strategies	related strategies by committee						
	I	II	III	IV	V	VI	VII
9. Expand the number of career academies in the county, developing centers of excellence to enhance geographic accessibility by students and avoid replication and competition.							
10. Analyze county career technical education (CTE) programs with a goal of identifying outdated or irrelevant offerings and positioning districts for delivery of high skill, high demand career options; identify Michigan recovery strategies and support them through educational programs.			70				
11. Provide systemic support for the integration of career technical education skills into academic programs and academic skills into CTE programs.			*				
12. Support the Science, Technology, Engineering, Mathematics (STEM) initiative through the creation of a self-assessment rubric for district use.							
13. Provide systemic support for districts integrating STEM components into the curriculum with an interdisciplinary emphasis.							

Objective 1.d

Provide specialized support to students and parents.

implementation strategies	related strategies by committee						
	I	II	III	IV	V	VI	VII
14. Develop an early warning system for potential high school dropouts and provide support for its implementation.			73 78 79		130 133		220
15. Provide elementary, middle and high school students with opportunities for career pathway enrichment, job shadowing, career-focused field trips, and summer career exploration academies.							
16. Strengthen alternative education opportunities available to middle and high school students, making them a viable path to a diploma.			63				195 207 223 224
17. Provide professional development opportunities to middle and high school counselors and teachers on the needs and struggles of English language learners, students interested in nontraditional careers, students struggling academically and students living in poverty.			64 67 68 91		127 152 172		203
18. Connect counselors to human services agencies in the county so they can refer students and parents to the appropriate county support agencies. Consider returning “Making the Connection” to paper copy.					131 132 142		

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*additional opportunity for collaboration.

Forward Thinking

community relations & involvement



Committee Members

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- Co-Chair* **Deborah Thompson**, *Superintendent*
South Lake Schools
- Facilitator* **Karen Johnston**, *Career Technical Education Specialist*
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Chippewa Valley Schools

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Macomb County Board of Commissioners

Lou Moss, *President*
Unlimited Enterprises



**Forward
Thinking**

Macomb Intermediate School District
School Improvement Plan 2009-2014

**community relations &
involvement**

Goal areas

goal areas

Goal 2

Improve the capacity to share information using technology.

Goal 3

Showcase the educational opportunities available in the county.

Goal 4

Develop effective parent involvement communication strategies to engage parents.

Goal 5

Increase communication and create a community dialogue about public school issues of high impact.

Goal 6

Provide local school districts with tools that address universal community relations communication needs.

Goal 7

Showcase how Macomb County is becoming a global community and how that change affects education.

Goal 8

Explore ways to get information to those who do not currently have access to school information (e.g., senior citizens, English language learners, those without access to technology, non-parents).



Goal 2 Improve the capacity to share information using technology.

measure of success 2014:

Demonstrated increase in the use of technology to share information between and among countywide agencies, businesses and local school districts.

implementation strategies	related strategies by committee						
	I	II	III	IV	V	VI	VII
19. Work with the staff of community agencies and local districts to determine what they have found to be their most valuable use of technology to gather and share information, and their most critical technology-related needs or interests as they apply to gathering and sharing information.							193
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22. Investigate licensing options for the desired technologies for possible purchase.				101			
23. Provide professional development on these new technologies/applications to enable staff to take fullest advantage of them.						*	*

Key to Committees: **I** (Collaboration, Innovation & Alternatives), **II** (Community Relations & Involvement), **III** (Curriculum & Instruction), **IV** (Efficiencies, Finance & Operations), **V** (Population Trends & Planning), **VI** (Professional Development), **VII** (Technology)

*additional opportunity for collaboration.



Goal 3 Showcase the educational opportunities available in the county.

measure of success 2014:

Increased accessibility to and distribution of information about schools and school-related topics.

implementation strategies	related strategies by committee						
	I	II	III	IV	V	VI	VII
24. Continue to work with local newspapers to provide constituent school districts with opportunities to reach their communities and to showcase what they are doing.							
25. Explore the use of vehicles other than print media for showcasing educational opportunities (e.g., kiosks at malls, public service announcements on the radio and cable TV, websites).							*
26. Investigate the feasibility of adding a “news” tab to the MISD website and consider which items of countywide significance would best be featured there.							*
27. Canvass local district staff responsible for community relations activities to determine which topics could best be addressed countywide.							
28. Create generic pieces that local districts can post to their websites or personalize for their own use, based on results of the canvass.					124		
29. Explore ways schools can serve as “community centers.”					120 132	164 165	188

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*additional opportunity for collaboration.



Goal 4 Develop effective parent involvement communication strategies to engage parents.

measure of success 2014:

Measureable increase in parent engagement in school/educational activities.

implementation strategies	related strategies by committee						
	I	II	III	IV	V	VI	VII
30. Survey community groups that do parent outreach to determine what they have found to be effective ways to engage parents.							
31. Create a “definition” of what it means to be an “involved/engaged parent” for parents and for staff by drawing from the best ideas for engaging parents.							
32. Share the new definition of an involved/engaged parent with educational staff. Develop materials to help schools increase parent involvement by addressing the diverse needs of parents.					144		220
					145		221
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33. Investigate ways local district PTOs can network and support one another. Share any relevant findings and facilitate implementation.							
34. Provide suggestions on ways to create welcoming schools; consider offering workshops for school staff in best practices.					123		
35. Contact community groups that do parent outreach and encourage them to make education-related information part of their efforts (e.g., pass out brochures, insert education-related slides in their meeting presentations, etc.).					124		
36. Investigate innovative methods for accessing parent voices in planning and implementing effective school-parent programs.					143	165	

Key to Committees: **I** (Collaboration, Innovation & Alternatives), **II** (Community Relations & Involvement), **III** (Curriculum & Instruction), **IV** (Efficiencies, Finance & Operations), **V** (Population Trends & Planning), **VI** (Professional Development), **VII** (Technology)

*additional opportunity for collaboration.



Goal 5 Increase communication and create a community dialogue about public school issues of high impact.

measure of success 2014:

Evidence of key topics appearing in a variety of mass media venues.

implementation strategies	related strategies by committee						
	I	II	III	IV	V	VI	VII
37. Collaborate with local district community relations staff and superintendents to determine which topics, including school funding, schools of choice and charter schools, could best be approached at the countywide level.					124		
38. Create communication pieces in a variety of formats that explain, in as simple terms as possible, how public schools are funded.				94 95			
39. Create communication pieces in a variety of formats that explain schools of choice in as simple terms as possible.							
40. Create communication pieces in a variety of formats that explain public school academies (charter schools) in as simple terms as possible.							
41. Create communication vehicles to address other complex topics that are best approached at a countywide level.					128		
42. Use technology to engage businesses and community services in K-12 education.						164	202 225

Key to Committees: **I** (Collaboration, Innovation & Alternatives), **II** (Community Relations & Involvement), **III** (Curriculum & Instruction), **IV** (Efficiencies, Finance & Operations), **V** (Population Trends & Planning), **VI** (Professional Development), **VII** (Technology)

*additional opportunity for collaboration.



Goal 6 Provide local school districts with tools that address universal community relations communication needs.

measure of success 2014:

Evidence that districts have applied communication tools and strategies.

implementation strategies	related strategies by committee						
	I	II	III	IV	V	VI	VII
43. Network with school community relations staff on a regular basis regarding topics that need to be addressed on a countywide basis, and determine which communication tools/resources would best help local districts address the topics.							
44. Select topics for development based on the greatest need or urgency.							
45. Research and share reliable sources of information on the topic. Where none exist, create materials as needed.							
46. Increase efforts to let appropriate staff know that these materials are available.							
47. Explore venues for creating a clearinghouse for easy storage and retrieval of the tools and materials so they are readily available.							*
48. Design a countywide model for communication efforts in a crisis situation.					136		*
49. Develop innovative ways to incorporate student voices in planning and implementing a reimagined system.						154 172 177	219
50. Develop innovative delivery modes, such as distance learning, podcasts, blogs, etc., for professional development for community relations staff.						*	195 207
51. Develop social network initiatives as appropriate.					145		*

Key to Committees: **I** (Collaboration, Innovation & Alternatives), **II** (Community Relations & Involvement), **III** (Curriculum & Instruction), **IV** (Efficiencies, Finance & Operations), **V** (Population Trends & Planning), **VI** (Professional Development), **VII** (Technology)

*additional opportunity for collaboration.



Goal 7 Showcase how Macomb County is becoming a global community and how that change affects education.

measure of success 2014:

Publications appear in a variety of venues about how Macomb County (and the world at large) is changing and how Macomb County schools are meeting the challenge of helping students succeed in that world.

implementation strategies	related strategies by committee						
	I	II	III	IV	V	VI	VII
52. Increase efforts to communicate how the “face” of the county is changing and growing in diversity.					135	149	
53. Demonstrate what schools are doing in response to the changing face of Macomb County.					134	149 152	
54. Educate parents, students and the public in general on why global opportunities are so important in today’s world.	1				126		
55. Highlight the ways schools are providing students with preparation for global opportunities.	1						
56. Take steps to ensure that all communication efforts take into account people for whom English is not their first language.					141 146 147	150	

Goal 8 Explore ways to get information to those who do not currently have access to school information (e.g., senior citizens, English language learners, those without access to technology, non-parents).

measure of success 2014:

Evidence of outreach to citizens who have limited access to school news.

implementation strategies	related strategies by committee						
	I	II	III	IV	V	VI	VII
57. Network with community groups and cultural centers, e.g., to find out how they learn about schools.					146		
58. Explore and use non-traditional communication networks to share news about school issues and to invite participation in countywide school-sponsored events.					146	150	
59. Explore ways to use schools as information outlets.							
60. Investigate the feasibility of having events targeted to individuals who might not have access to school news.							
61. Explore the possibility of creating a link or tab on the MISD website as a place for English language learners to find school news.					147		*

Key to Committees: **I** (Collaboration, Innovation & Alternatives), **II** (Community Relations & Involvement), **III** (Curriculum & Instruction), **IV** (Efficiencies, Finance & Operations), **V** (Population Trends & Planning), **VI** (Professional Development), **VII** (Technology)

*additional opportunity for collaboration.

Forward Thinking

curriculum & instruction



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Goal areas

goal areas

Goal 9

Improve preK–12 achievement and success for all students.

Goal 10

Support high school redesign that includes rigorous, meaningful and relevant curriculum.

Goal 11

Support early childhood programs that address achievement gaps, inequities in opportunities, and differentiated learning styles of young children.

Goal 12

Improve the instructional quality of all teaching staff.



Goal 9 Improve preK-12 achievement and success for all students.

measure of success 2014:

Improved achievement as measured by standardized tests, contextual assessments, average daily attendance, graduation rates, common assessments (grade and content levels), and survey results from students, staff and parents.

Objective 9.a

Define appropriate and expanded uses of digital learning opportunities.

implementation strategies	related strategies by committee						
	I	II	III	IV	V	VI	VII
62. Provide information and staff development opportunities in the many positive aspects of digital learning.							195 207 223 224
63. Develop a plan for implementing digital learning opportunities on a countywide basis to support local districts in the areas of credit acceleration and recovery for secondary students.	16						195 207 224

Objective 9.b

Provide support and staff development in meeting the academic needs of English language learners (ELL), particularly as they apply to grade-level or high school content area expectations.

implementation strategies	related strategies by committee						
	I	II	III	IV	V	VI	VII
64. Provide staff development in research-based best practices for English language learners (ELL).	17				127	152 172	203
65. Create a multi-lingual cadre of ELL professionals who can provide support to local districts by sharing services related to cultural awareness, and tutorial support for grade-level or content-specific expectations in the student's first language. (Note: This would be more of a social networking nature, rather than tutoring.)							
66. Provide staff development related to globalization and culturally and linguistically diverse learners.						*	

Key to Committees: **I** (Collaboration, Innovation & Alternatives), **II** (Community Relations & Involvement), **III** (Curriculum & Instruction), **IV** (Efficiencies, Finance & Operations), **V** (Population Trends & Planning), **VI** (Professional Development), **VII** (Technology)

*additional opportunity for collaboration.

Objective 9.c

Provide support and staff development to meet the academic needs of students living in poverty and those from transient families.

implementation strategies	related strategies by committee						
	I	II	III	IV	V	VI	VII
67. Provide access to and staff development training in research-based best practices for students from poverty and transient families.	16				127	152	203
	17					172	
68. Provide staff development to administrators, counselors, teachers and support staff (including paraprofessionals, bus drivers and food service personnel) in the learning and behavioral characteristics of students from poverty or those from families that are transient.	16				127	152	203
	17					172	

Objective 9.d

Increase the integration of academics and real-world applications that are relevant to students.

implementation strategies	related strategies by committee						
	I	II	III	IV	V	VI	VII
69. Provide opportunities for students and staff to experience real-world activities that have a direct connection to specific content expectations.							
70. Assess the need for career technical education in Macomb County, working closely with post-secondary institutions; examine options for expanding existing cooperative programs and/or creating new ones.	10						

Key to Committees: **I** (Collaboration, Innovation & Alternatives), **II** (Community Relations & Involvement), **III** (Curriculum & Instruction), **IV** (Efficiencies, Finance & Operations), **V** (Population Trends & Planning), **VI** (Professional Development), **VII** (Technology)

*additional opportunity for collaboration.

Objective 9.e

Provide staff development and support related to understanding the need for and how to implement individualized instructional strategies based on students’ academic needs as identified through achievement data.

implementation strategies	related strategies by committee						
	I	II	III	IV	V	VI	VII
71. Provide continued staff development in the use of the Data Director system and implementation of alternate instructional strategies that address deficiencies in student progress related to Grade Level Content Expectations (GLCE) and High School Content Expectations (HSCE).	14					160 173 174 175	214
72. Provide training in the use of alternate instructional models to meet the needs of low-achieving students.						175	
73. Provide support to administrators and teachers in developing data teams to discuss individual student achievement on a continuous and consistent schedule.	14					160 173 174 175	214
74. Provide staff development related to understanding formative and appropriate summative assessment for K–12 students and when and why to use each.	14					160 173 174 175	214
75. Research, create and offer professional development in grading practices, purposes and alternative systems for evaluating student progress/achievement.						*	

Objective 9.f

Provide support and staff development in the Response to Intervention (RtI) model to meet the needs of K–12 students who are achieving below grade level.

implementation strategies	related strategies by committee						
	I	II	III	IV	V	VI	VII
76. Provide staff development, in collaboration with appropriate support staff, in understanding and implementing the RtI model for each constituent district in the county.						*	
77. Assist regular education teachers in understanding and implementing appropriate interventions, instructional strategies, and progress monitoring to meet the needs of students who are not satisfying grade-level expectations, but who do not qualify for special education services.							

Key to Committees: **I** (Collaboration, Innovation & Alternatives), **II** (Community Relations & Involvement), **III** (Curriculum & Instruction), **IV** (Efficiencies, Finance & Operations), **V** (Population Trends & Planning), **VI** (Professional Development), **VII** (Technology)

*additional opportunity for collaboration.



Goal 10

Support high school redesign that includes rigorous, meaningful and relevant curriculum.

measure of success 2014:

Improved secondary school achievement as measured by graduation rates, standardized and performance-based assessments, and post-secondary success as reported by institutions of higher education and employers.

Objective 10.a

Identify approaches to dropout prevention and implementation of interventions.

implementation strategies	related strategies by committee						
	I	II	III	IV	V	VI	VII
78. Develop a plan for monitoring the attendance rate of all freshman students each quarter, trimester or semester.	14				130 133		214 220
79. Develop a plan of intervention for struggling ninth grade students (as identified by middle school data), to assist them with the transition into high school.	14				130 133		214 220
80. Develop a plan for implementing professional, career-themed academies that operate as a school-within-a-school. The academies would feature a rigorous academic and career-focused curriculum, enabling students to meet requirements for entrance in both a four-year college and/or industry.	4						
81. Develop a plan for implementing or expanding accelerated college experiences within the county (e.g., Early College, dual enrollment, direct credit).	3						
82. Consider countywide, cross-agency initiatives to provide academic and economic pathways to higher education.	*						

Key to Committees: **I** (Collaboration, Innovation & Alternatives), **II** (Community Relations & Involvement), **III** (Curriculum & Instruction), **IV** (Efficiencies, Finance & Operations), **V** (Population Trends & Planning), **VI** (Professional Development), **VII** (Technology)

*additional opportunity for collaboration.

Objective 10.b

Provide staff development and support for the Power Standards model in curricular areas.

implementation strategies	related strategies by committee						
	I	II	III	IV	V	VI	VII
83. Provide information and staff development regarding the connection between the Power Standards model and state-mandated curriculum.						*	
84. Create a plan to implement the third Work Keys assessment to allow students to achieve National Career Readiness Certification.							

Objective 10.c

Provide support for the development of world language and global education curriculum and instruction.

implementation strategies	related strategies by committee						
	I	II	III	IV	V	VI	VII
85. Support the development of networks to address the Michigan Merit curriculum world language requirement for the class of 2016 and beyond.							
86. Designate a consultant to support the development of global education and world language acquisition. Include development of curriculum, sequencing of studies for infusing at all levels, guidelines for credit vs. experience, development of proficiency assessments, and programs dedicated to giving students a sense of “international mindedness.”							
87. Investigate the value of creating a countywide steering committee/network to support global education activities.							

Key to Committees: **I** (Collaboration, Innovation & Alternatives), **II** (Community Relations & Involvement), **III** (Curriculum & Instruction), **IV** (Efficiencies, Finance & Operations), **V** (Population Trends & Planning), **VI** (Professional Development), **VII** (Technology)

*additional opportunity for collaboration.



Goal 11

Support early childhood programs that address achievement gaps, inequities in opportunities, and differentiated learning styles of young children.

measure of success 2014:

All students transition from vibrant early childhood programs to appropriate elementary settings.

Objective 11.a

Identify, support and assess model early childhood programs that can be easily implemented in each local district to bridge the learning needs of targeted populations (e.g., economically disadvantaged and other sub-groups).

implementation strategies	related strategies by committee						
	I	II	III	IV	V	VI	VII
88. Provide professional development and support for early childhood teachers and administrators that focus on differentiated instruction and establish consistency in preschool curriculum.							
89. Develop a network of resources to help parents understand the rigorous K–12 curriculum; provide workshops and training that will give parents the skills to support their child at home.		*			145		220 221 222

Key to Committees: **I** (Collaboration, Innovation & Alternatives), **II** (Community Relations & Involvement), **III** (Curriculum & Instruction), **IV** (Efficiencies, Finance & Operations), **V** (Population Trends & Planning), **VI** (Professional Development), **VII** (Technology)

*additional opportunity for collaboration.



Goal 12 Improve the instructional quality of all teaching staff.

measure of success 2014:

Improved student achievement as measured by standardized tests, contextual assessments, average daily attendance, graduation rates, common assessments (grade and content levels), and survey results from students, staff and parents.

Objective 12.a

Provide professional development to support educators in making informed decisions based on meaningful data.

implementation strategies	related strategies by committee						
	I	II	III	IV	V	VI	VII
90. Provide teachers with extended professional development to learn how to integrate new instructional methods with new assessment practices.						173 175	214

Objective 12.b

Provide staff development and follow-up assistance with strategies for implementing best instructional practices.

implementation strategies	related strategies by committee						
	I	II	III	IV	V	VI	VII
91. Research and share resources related to programs that demonstrate sustained and successful student achievement.	17				127	152 172	203
92. Evaluate and assess educational models that have proven successful in raising the academic achievement of all students through high expectations, personalized attention, innovative structure, experiential learning and long-term support.	17				127	172	
93. Develop a plan for vertical conversations focusing on shared ownership of all students, and instructional coordination across grades and feeder schools.						167 168 170	215

Key to Committees: **I** (Collaboration, Innovation & Alternatives), **II** (Community Relations & Involvement), **III** (Curriculum & Instruction), **IV** (Efficiencies, Finance & Operations), **V** (Population Trends & Planning), **VI** (Professional Development), **VII** (Technology)

*additional opportunity for collaboration.

Forward Thinking

**efficiencies, finance &
operations**



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**Forward
Thinking**

Macomb Intermediate School District
School Improvement Plan 2009-2014

**efficiencies, finance &
operations**

Goal areas

goal areas

Goal 13

Initiate and implement actions which protect and generate more adequate, stable and additional funding for educational programs and operations.

Goal 14

Improve, coordinate, develop and increase the use of cooperative efforts among school districts.





Goal 13

Initiate and implement actions which protect and generate more adequate, stable and additional funding for educational programs and operations.

measure of success 2014:

Stable, adequate funding has been established for public education and is secure and protected; new revenue sources have been secured.

Objective 13.a

Devise, develop and coordinate efforts which will protect and generate adequate, stable and possibly additional funding for educational programs and operations.

implementation strategies	related strategies by committee						
	I	II	III	IV	V	VI	VII
94. Develop a strategy to educate state legislators about funding for intermediate school districts and the need to maintain and ensure that Section 81 revenue is protected in a manner similar to how funding for local districts is “protected.”		38					
95. Communicate to policyholders and stakeholders that schools have been mandated to implement programs that are underfunded.		38					
96. Conduct research to monitor and document the effect of the Headlee Amendment on general and special education millages and state revenue.							
97. Develop strategies and propose methods to reduce the costs required to support the Michigan Public School Employee Retirement System.							
98. Research the need for a special education, Headlee, and/or enhancement millage to finance future education needs in the county.							

Key to Committees: **I** (Collaboration, Innovation & Alternatives), **II** (Community Relations & Involvement), **III** (Curriculum & Instruction), **IV** (Efficiencies, Finance & Operations), **V** (Population Trends & Planning), **VI** (Professional Development), **VII** (Technology)

*additional opportunity for collaboration.



Goal 14

Improve, coordinate, develop and increase the use of cooperative efforts among school districts.

measure of success 2014:

Improved cost efficiency of services and reduction in costs; use of best practices across the county and improvement in products offered.

Objective 14.a

Consolidate common services on a countywide or regional basis, based on best practices.

related strategies by committee

implementation strategies	I	II	III	IV	V	VI	VII
99. Research and evaluate the benefits of countywide/regional processing of accounts payable.	*						
100. Research and evaluate the benefits of countywide/regional processing of payroll.	*						
101. Research and evaluate the benefits of countywide/regional purchasing activities; promote cooperative bidding and purchasing of goods and services (all areas, including human resources, food services, operations and maintenance, transportation, school supplies, technology, etc.).	*	22					
102. Investigate the development and implementation of a countywide pupil enrollment process.	*	*					
103. Research food service programs and consider joint operating agreements with neighboring school districts.	*				117		
104. Explore and research the possibility of continuing the support for substitute teacher costs to local districts.	*						
105. Research and study the feasibility of regional or countywide busing in the areas of regular, special and vocational education; athletics; and field trips.	*				117		
106. Research and study the feasibility of regional or countywide transportation-related services in the areas of garage operations, bus routing services, and bus stop standardization.	*				117		

Key to Committees: **I** (Collaboration, Innovation & Alternatives), **II** (Community Relations & Involvement), **III** (Curriculum & Instruction), **IV** (Efficiencies, Finance & Operations), **V** (Population Trends & Planning), **VI** (Professional Development), **VII** (Technology)

*additional opportunity for collaboration.

Objective 14.b

Develop specialists and document centers in various business functions.

implementation strategies	related strategies by committee						
	I	II	III	IV	V	VI	VII
107. Develop strategies for flexible and effective use of funds from the American Recovery and Reinvestment Act (ARRA).	*						
108. Develop pupil accounting specialists to support local school districts.	*						
109. Support school districts during the collective bargaining process.							
110. Maintain a countywide, central clearinghouse of collective bargaining agreements.	*						
111. Participate in the study and debate of statewide cost containment measures.	*						
112. Research and analyze cost-containment strategies related to fringe benefits.	*						
113. Maintain a listing of legal firms and their specialties after conducting a legal services study.							
114. Review a cost benefit analysis of providing countywide playground inspections by trained, certified professionals.	*				117		
115. Provide business services to districts in unique situations.							

Key to Committees: **I** (Collaboration, Innovation & Alternatives), **II** (Community Relations & Involvement), **III** (Curriculum & Instruction), **IV** (Efficiencies, Finance & Operations), **V** (Population Trends & Planning), **VI** (Professional Development), **VII** (Technology)

*additional opportunity for collaboration.

Forward Thinking

population trends & planning



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**Forward
Thinking**

Macomb Intermediate School District
School Improvement Plan 2009-2014

population trends & planning

Goal areas

goal areas

Goal 15

Improve efficiencies and create economies of scale when delivering services to school and community stakeholders.

Goal 16

Provide support to local school districts to maintain enrollment, especially during periods of fluctuating and/or changing conditions.

Goal 17

Increase awareness and improve the understanding of school district stakeholders regarding the changing demographics and increased diversity in Macomb County public schools.

Goal 18

Increase safety in Macomb County schools.

Goal 19

Increase parent and community involvement in all Macomb County schools.



Goal 15

Improve efficiencies and create economies of scale when delivering services to school and community stakeholders.

measure of success 2014:

- Increased sharing of services between local school districts and MISD.
- Additional funding opportunities for local school districts and MISD.
- Existence of coordinated programs to provide community partners, business partners and volunteers to local school districts and the MISD.

Objective 15.a

Increase opportunities for the further consolidation of services and coordination of grant writing.

related strategies by committee

implementation strategies	related strategies by committee						
	I	II	III	IV	V	VI	VII
116. Expand efforts to let community stakeholders know about the many programs and services shared between and among school districts and/or the MISD.	*	*					
117. Administer a feasibility study relating to consolidation of non-instructional, operational and/or administrative services for some or all school districts.	*			103 105 106 114			
118. Provide grant writing services to local school districts to identify grant opportunities and provide support with the development and implementation of grant proposals.							
119. Develop a coordinated program to secure and retain business and community partners and volunteers for local school districts.							
120. Collaborate with business, social and community organizations to increase facility use and efficiency, including the sharing of facilities, if appropriate.		29				165	

Key to Committees: **I** (Collaboration, Innovation & Alternatives), **II** (Community Relations & Involvement), **III** (Curriculum & Instruction), **IV** (Efficiencies, Finance & Operations), **V** (Population Trends & Planning), **VI** (Professional Development), **VII** (Technology)

*additional opportunity for collaboration.



Goal 16

Provide support to local school districts to maintain enrollment, especially during periods of fluctuating and/or changing conditions.

measure of success 2014:

Stable enrollment in Macomb County public schools; high levels of support from parents and community members.

implementation strategies	related strategies by committee						
	I	II	III	IV	V	VI	VII
121. Expand the use of a common exit survey for parents/guardians who leave school districts. Make it available for local district use and/or adaptation.							
122. Consider conducting community surveys to assess public opinion regarding Macomb County schools.							
123. Provide customer service training to Macomb school district employees.		34					
124. Create a customized and coordinated public relations program promoting all Macomb County schools.		28 35 37					
125. Provide space and programs for an expanding special education population.							

Key to Committees: **I** (Collaboration, Innovation & Alternatives), **II** (Community Relations & Involvement), **III** (Curriculum & Instruction), **IV** (Efficiencies, Finance & Operations), **V** (Population Trends & Planning), **VI** (Professional Development), **VII** (Technology)

*additional opportunity for collaboration.



population trends & planning

Goal 17

Increase awareness and improve the understanding of school district stakeholders regarding the changing demographics and increased diversity in Macomb County public schools.

measure of success 2014:

- Coordinated outreach programs provided to Macomb County schools and communities.
- Recruitment program created and implemented to attract a diverse staff to work in Macomb County schools.
- High graduation rates for all Macomb County students.
- Elimination of the achievement gap between students of different demographic groups.

Objective 17.a

Increase collaboration and cooperation among schools, community agencies and business partners to address the needs of diverse learners.

implementation strategies	related strategies by committee						
	I	II	III	IV	V	VI	VII
126. Investigate the possibility of surveying school and community stakeholders to assess perceptions and attitudes relating to issues of diversity and changing demographics.		54					
127. Provide ongoing professional development to staff about issues relating to race, ethnicity, socio-economic group, gender, religion, disability and changing demographics.	17		64 67 68 91			152 172	203
128. Explore the possibility of a collaborative effort among schools, municipalities, churches, businesses, etc., to establish a council which would develop a community-wide plan for addressing issues relating to diversity and changing demographics.	*	41				150	
129. Research local district personnel needs and provide support in the development of a program designed to recruit a diverse staff.	*						
130. Create a systemic approach to identify and support students at risk of dropping out of high school.	14		78 79				
131. Coordinate services provided to local school districts through community and private agencies.	18						
132. Research the feasibility of offering the services of community and private agencies within local school districts.	18	29					
133. Identify and implement programs that are designed to provide support to at-risk, minority, and underserved populations.	14		78 79				
134. Identify and implement programs and activities for students that are designed to increase understanding and reduce bias.		53					
135. Disseminate information to Macomb County schools regarding the results of the 2010 census and its impact on Macomb County schools.		52					

Key to Committees: I (Collaboration, Innovation & Alternatives), II (Community Relations & Involvement), III (Curriculum & Instruction), IV (Efficiencies, Finance & Operations), V (Population Trends & Planning), VI (Professional Development), VII (Technology)

*additional opportunity for collaboration.



Goal 18 Increase safety in Macomb County schools.

measure of success 2014:

- Standardized protocols for school safety and medical management in Macomb County schools.
- Reduction in the number of discipline referrals, suspensions and expulsions among students attending Macomb County schools.
- Increased community awareness relating to school safety and medical management procedures in Macomb County schools.

Objective 18.a

Address the safety and health needs of all students.

related strategies by committee

implementation strategies	I	II	III	IV	V	VI	VII
136. Review and update standardized safety protocols in Macomb County schools on an annual basis.		48					
137. Review crime data reported to the Michigan Department of Education by Macomb County schools annually and develop student programs designed to address areas of need.							
138. Develop standardized protocols for students who need to manage medical issues while at school or during school-sponsored events.							
139. Provide information and awareness sessions sponsored by schools and law enforcement officials to educate school and community stakeholders about issues and procedures related to school safety.	*						
140. Provide professional development for school and community stakeholders about programs and strategies designed to reduce violence and bullying.							
141. Provide translated communications to multi-lingual parents regarding issues related to school safety and medical management.		56					

Key to Committees: I (Collaboration, Innovation & Alternatives), II (Community Relations & Involvement), III (Curriculum & Instruction), IV (Efficiencies, Finance & Operations), V (Population Trends & Planning), VI (Professional Development), VII (Technology)

*additional opportunity for collaboration.



Goal 19

Increase parent and community involvement in all Macomb County schools.

measure of success 2014:

- Increased parent and community involvement in Macomb County schools.
- Development of programs that provide support to schools and districts where parent involvement is decreasing.
- Coordinated parent education programs.

Objective 19.a

Provide assistance and support to schools and districts that are working to increase parent involvement.

implementation strategies	related strategies by committee						
	I	II	III	IV	V	VI	VII
142. Explore the possibility of providing a liaison to coordinate community resources, services and parent education programs to Macomb County.	18	*					
143. Provide a needs assessment to local districts to determine current levels of parent and community involvement and areas where support and assistance may be needed.		36					
144. Create a schoolwide network at the MISD level to share/celebrate successful parent involvement programs.		32					
145. Provide programs to parents and guardians in Macomb County schools using multi-media efforts, such as blogs, Blackboard, podcasts, etc.		32 51	89				220 221 222
146. Implement culturally sensitive outreach programs designed to increase parent involvement among multi-lingual parents and community members.		32 56 58				150	
147. Provide translated school communications to multi-lingual parents and community members.		32 56 61					

Key to Committees: **I** (Collaboration, Innovation & Alternatives), **II** (Community Relations & Involvement), **III** (Curriculum & Instruction), **IV** (Efficiencies, Finance & Operations), **V** (Population Trends & Planning), **VI** (Professional Development), **VII** (Technology)

*additional opportunity for collaboration.

Forward Thinking

professional development



Committee Members

- Co-Chair* **Dr. Charles Muncatchy**, *Superintendent*
Mount Clemens Community Schools
- Co-Chair* **Dr. Keith Wunderlich**, *Asst. Supt. for Curriculum and Instruction*
L'Anse Creuse Public Schools
- Facilitator* **Dr. Judith Dorsch Backes**, *School Performance and Accreditation Consultant*
Macomb Intermediate School District
- Facilitator* **Susan Meyer**, *Special Project Facilitator*
Macomb Intermediate School District
- Facilitator* **Nancy Searing**, *Special Project Facilitator*
Macomb Intermediate School District
- Toni Kasander**, *Director of Special Services*
South Lake Schools
- Joanne Lelekatch**, *Director of Instruction*
East Detroit Public Schools
- Linda Lutz**, *Supervisor*
Preschool and Assessment Center Services
Macomb Intermediate School District
- Diane Means**, *Director of Special Services*
Van Dyke Public Schools
- Thomas Powers**, *Counselor/Post Secondary Liaison*
Macomb Intermediate School District
- Richard Repicky**, *Superintendent*
Fraser Public Schools
- Mitchell Ritter**, *Assistant Superintendent*
Clintondale Community Schools
- Tracy Van Peeren**, *Executive Director of Curriculum and Technology*
Lakeview Public Schools
- Michael Kaufman**, *Principal*
Romeo High School
Romeo Community Schools



**Forward
Thinking**

Macomb Intermediate School District
School Improvement Plan 2009-2014

professional development

Goal areas

goal areas

Goal 20

Provide professional development that stimulates rethinking, focuses on academic rigor, makes learning relevant, and builds supportive relationships, in order to help the educational community better meet the needs of students.





Goal 20

Provide professional development that stimulates rethinking, focuses on academic rigor, makes learning relevant, and builds supportive relationships, in order to help the educational community better meet the needs of students.

measure of success 2014:

- Improved student achievement resulting from more effective instructional delivery.
- Narrowing of the achievement gap between subgroups of students, particularly those from at-risk populations.
- Increased dedication and morale among educators because of a greater sense of efficacy and achievement.

Objective 20.a

Address the educational/academic, social/emotional, cultural, and health/safety needs of diverse learners in order to impact future practice.

implementation strategies	related strategies by committee						
	I	II	III	IV	V	VI	VII
148. Provide increased visibility of the MISD staff as a resource for classroom teachers and administrators.							
149. Instruct/develop an understanding of socio-economic differences within the educational community.		52 53			*		
150. Instruct/develop an understanding of cultural differences within the educational community.		56 58			128 146		
151. Instruct/develop/expand understanding of differentiated instruction (i.e., the use of different methods based on the learning needs and styles of students) within the educational community.			*				
152. Provide support to districts in implementing effective teaching practices for learning in a diverse classroom.	17	53 54	64 67 68 91		127		203
153. Provide workshops which include the developmental stages and interests of all types of learners.			*		*		
154. Provide programs/experiences that help students learn emotional recognition and regulation, self-control, goal setting, social responsibility, empathy, problem solving, conflict resolution, decision making and the skills needed for leadership and effective group participation.	*	49					219

Key to Committees: **I** (Collaboration, Innovation & Alternatives), **II** (Community Relations & Involvement), **III** (Curriculum & Instruction), **IV** (Efficiencies, Finance & Operations), **V** (Population Trends & Planning), **VI** (Professional Development), **VII** (Technology)

*additional opportunity for collaboration.

Objective 20.b

Identify, model, monitor, implement and evaluate best practices.

implementation strategies	related strategies by committee						
	I	II	III	IV	V	VI	VII
155. Research, model and identify best practices in all professional development activities.			*				
156. Research, model and showcase successful experiences using best practices.		*	*				232
157. Disseminate the characteristics of effective professional development as identified by the National Staff Development Council (NSDC) as a way to promote visionary leadership.							
158. Promote the inclusion of higher-order thinking skills within each subject in any professional development.			*				
159. Promote effective professional development methods that help teachers understand more deeply the content they teach and the ways students learn that content.			*				
160. Provide training and support to instructors in effective methods for analyzing and interpreting student data to drive and improve learning.			71 72 73				214
161. Support local districts in developing programs that are action-research based (i.e., programs designed with ongoing evaluation and using data analysis to drive decisions about program design and curriculum delivery).	*		*				
162. Develop teacher leaders at each building countywide.	*		*				
163. Provide professional development for all disciplines using a variety of delivery methods (e.g., on-site training, distance learning, hands-on).							
164. Implement learning communities that focus on staff, families and the local community.		29 42	*				
165. Provide workshops for families to encourage community partnerships.		29 36			120		

Key to Committees: **I** (Collaboration, Innovation & Alternatives), **II** (Community Relations & Involvement), **III** (Curriculum & Instruction), **IV** (Efficiencies, Finance & Operations), **V** (Population Trends & Planning), **VI** (Professional Development), **VII** (Technology)

*additional opportunity for collaboration.

Objective 20.c

Support the collaborative learning process in Macomb County.

implementation strategies	related strategies by committee						
	I	II	III	IV	V	VI	VII
166. Promote a collaborative learning process by focusing on: What is it about students' learning that needs to be fixed? What do we want all students to learn? How will we know when each student has acquired the intended knowledge and skills? How will we systematically respond when students experience initial difficulty in learning? How will we deepen learning for students who have already mastered essential knowledge and skills? What methods of instruction will best lead to students achieving team learning goals?	*		*				*
167. Maintain an MISD consultant who specializes in the collaborative learning process to facilitate the program countywide.	*		93				215
168. Maintain countywide study groups to read/discuss/learn about the collaborative learning process.	*		93				
169. Provide speakers and authors to train, renew and reinforce all disciplines (curriculum, personnel, special education, business, e.g.).							
170. Support the development and implementation of teacher presentations in collaborative learning activities and workshops.	*		93				
171. Provide support for the county's professional committees (MACA, special education, e.g.) to work as collaborative learning teams, sharing leadership roles and responsibilities.	*		*				
172. Provide training that develops the skills of teachers to engage students and involve them at the heart of the learning community.	6 17	49	64 67 68 91		127		203 219

Key to Committees: **I** (Collaboration, Innovation & Alternatives), **II** (Community Relations & Involvement), **III** (Curriculum & Instruction), **IV** (Efficiencies, Finance & Operations), **V** (Population Trends & Planning), **VI** (Professional Development), **VII** (Technology)

*additional opportunity for collaboration.

Objective 20.d

Facilitate the creation of an effective systematic structure with respect to data collection, communication, process and technology that will result in increased student achievement and success.

implementation strategies	related strategies by committee						
	I	II	III	IV	V	VI	VII
173. Provide sessions on how to analyze and use a variety of data (e.g., MEAP, MME, classroom assessments) in order to make informed instructional decisions.			71 72 74 90				214
174. Provide sessions on data that classroom teachers can collect and use on a daily basis to make instructional decisions.			71 72 74				214
175. Provide the training for teachers to develop quality formative/summative assessments.			71 72 74 90				214
176. Develop a method to assess the effectiveness of professional development on student learning.							
177. Provide training on the collaborative learning process to include student voice at all levels (i.e., classroom, building, district, county).	6	49	*				219

Objective 20.e

Evaluate the degree to which professional development is effectively implemented over time.

implementation strategies	related strategies by committee						
	I	II	III	IV	V	VI	VII
178. Model and train teachers and leaders in the skills necessary to implement best practices.			*				232
179. Develop a process for determining the implementation of professional development over time; provide additional support where needed.							
180. Implement and support action research projects by teachers and administrators to gather data on the impact of professional development on student learning.	*		*				
181. Facilitate workshops on designing, conducting and analyzing school-based action research projects.			*				*
182. Increase the quality and quantity of data collection and analysis of professional development through a variety of methods, including action research, focus groups, web surveys and the use of data software.							*

Key to Committees: **I** (Collaboration, Innovation & Alternatives), **II** (Community Relations & Involvement), **III** (Curriculum & Instruction), **IV** (Efficiencies, Finance & Operations), **V** (Population Trends & Planning), **VI** (Professional Development), **VII** (Technology)

*additional opportunity for collaboration.

Objective 20.f

Provide training to develop educational leadership that supports the change process.

implementation strategies	related strategies by committee						
	I	II	III	IV	V	VI	VII
183. Facilitate dialog between administrators and MISD staff regarding the levels at which staff are implementing what they learned in professional development.							
184. Train and support leaders in understanding the change process and how to use that knowledge to work with staff on implementing professional learning.	*		*				
185. Provide knowledge and skills to leaders about the artistry of learning.			*				
186. Provide training in how to monitor and keep the momentum for the change process.			*				
187. Create a sense of urgency for change in all professional development.							
188. Explore the possibility of expanding the amount of space available at the Educational Service Center to meet school and community needs.		29			*		

Key to Committees: **I** (Collaboration, Innovation & Alternatives), **II** (Community Relations & Involvement), **III** (Curriculum & Instruction), **IV** (Efficiencies, Finance & Operations), **V** (Population Trends & Planning), **VI** (Professional Development), **VII** (Technology)

*additional opportunity for collaboration.

Forward Thinking

technology



Committee Members

- Co-Chair* **Dr. James Avery**, *Superintendent*
New Haven Community Schools
- Co-Chair* **Mark Cummins**, *Chief Information Officer/Asst. Supt. for Technology Services*
Macomb Intermediate School District
- Facilitator* **Michael Klein**, *Science Consultant*
Macomb Intermediate School District
- Facilitator* **Carrie Wozniak**, *Secondary English Language Arts Consultant*
Macomb Intermediate School District

- Michael Antoine**, *Director of Technology*
Roseville Community Schools
- Arnie Comer**, *Distance Learning Manager*
Macomb Intermediate School District
- Stacey Denewith-Fici**, *Superintendent*
Warren Woods Public Schools
- Richard Kincaid**, *President*
K & F Electronics
- Kristina Martin**, *Director of Management Technology*
Macomb Intermediate School District
- Mark Nelson**, *Information Technology Manager*
Romeo Community Schools
- George Sassin**, *Superintendent*
Clintondale Community Schools
- JaCinda Sumara**, *Instructional Technology Coordinator*
South Lake Schools
- Jean Wenner**, *Media Specialist*
Warren Consolidated Schools



Goal areas

goal areas

Goal **21**

Provide timely, effective and sufficient support for instructional and management uses of technology for the Macomb educational community.

Goal **22**

Enhance educational benefits by increasing the use of existing technology resources and extending their capabilities.

Goal **23**

Enable expanded learning opportunities for students, staff, parents and community members through the development and deployment of new uses of technologies.



Goal 21

Provide timely, effective and sufficient support for instructional and management uses of technology for the Macomb educational community.

measure of success 2014:

- Continued demand for MISD programs, staff and services.
- Continued vigorous, broad-based participation in Macomb technology advisory committees.
- Effective, appropriate technology plans in all Macomb districts, approved by the state as required.
- Timely assistance with ever-changing state and federal reporting and operational initiatives.
- Leadership and active participation in the investigation and implementation of new technologies, processes and methods, countywide.
- Countywide fiber optic network, Internet service, and filtering highly available to all districts.

Objective 21.a

Continue to facilitate countywide communications, discussions, sharing and use of best practices.

implementation strategies	related strategies by committee						
	I	II	III	IV	V	VI	VII
189. Facilitate the Management Technology Advisory Committee (MTAC) and the Instructional Technology Advisory Committee (ITAC).	*						
190. Provide Universal Service Fund updates and training.							
191. Review local district technology plan development and assist where appropriate.	*						
192. Provide updates and tools for compliance with state and federal data requirements and mandates affecting instructional and management technology.	*						
193. Facilitate and coordinate introduction of technologies, processes or methods.		19 20					

Key to Committees: **I** (Collaboration, Innovation & Alternatives), **II** (Community Relations & Involvement), **III** (Curriculum & Instruction), **IV** (Efficiencies, Finance & Operations), **V** (Population Trends & Planning), **VI** (Professional Development), **VII** (Technology)

*additional opportunity for collaboration.

Objective 21.b

Augment local district resources with centralized support.

implementation strategies	related strategies						
	I	II	III	IV	V	VI	VII
194. Assist local districts with compliance to state and federal mandates.							
195. Conduct and facilitate effective distance learning programs (ASK, virtual field trips, etc.).	16	50	62 63				
196. Provide support to local districts for information systems.	*	19 20					
197. Provide support to local districts for network services.	*						
198. Maintain the countywide fiber optic backbone network.	*						
199. Maintain countywide Internet service and content filtering.	*						

Key to Committees: **I** (Collaboration, Innovation & Alternatives), **II** (Community Relations & Involvement), **III** (Curriculum & Instruction), **IV** (Efficiencies, Finance & Operations), **V** (Population Trends & Planning), **VI** (Professional Development), **VII** (Technology)

*additional opportunity for collaboration.



Goal 22 Enhance educational benefits by increasing the use of existing technology resources and extending their capabilities.

measure of success 2014:

- Creation and distribution of a guidebook that provides a broad perspective as well as specific information on the use of technology and information by staff, parents and students; just-in-time (JIT) materials to support it.
- Implementation of JIT training materials to aid instructional and curricular staff in predicting which instructional methods are best suited to each student.
- Instructional Technology programs in Macomb rank among the best in the state.
- Macomb’s distance learning programs demonstrate an enviable model of collaboration and innovation.
- Macomb Technology Academy has become a marque program within the state for those seeking the latest and most effective methods and perspectives on the use of technology in instruction.
- PowerSchool, in its fourth year of countywide operation, serves as the single most important information system for school operations.

Objective 22.a

Increase awareness of laws, regulations, policies, best practices and ethical considerations regarding the use of technology and data/information by staff, parents and students.

implementation strategies	related strategies by committee						
	I	II	III	IV	V	VI	VII
200. Develop and promote just-in-time (JIT) learning resources focused on this objective.							
201. Review on an annual basis and update JIT learning resources in consultation with countywide advisory groups (ITAC, MTAC, MACA, MCASA, etc.).	*		*				

Key to Committees: **I** (Collaboration, Innovation & Alternatives), **II** (Community Relations & Involvement), **III** (Curriculum & Instruction), **IV** (Efficiencies, Finance & Operations), **V** (Population Trends & Planning), **VI** (Professional Development), **VII** (Technology)

*additional opportunity for collaboration.

Objective 22.b

Preserve and enhance benefits from the use of technology in schools and the community.

implementation strategies	related strategies by committee						
	I	II	III	IV	V	VI	VII
202. Serve as a liaison to the business community in technology-related matters.		19 20 42					

Objective 22.c

Develop tools or processes to aid in advising on appropriate technology-based learning opportunities for students.

implementation strategies	related strategies by committee						
	I	II	III	IV	V	VI	VII
203. Develop and maintain information and tools to predict which educational opportunities and methods are best suited for each student.	17		64 67 68 91		127	152 172	

Objective 22.d

Increase the number of technology-enhanced learning opportunities.

implementation strategies	related strategies by committee						
	I	II	III	IV	V	VI	VII
204. Continue to work with local district staff on extending current offerings and methods.							
205. Institutionalize the use of Macomb Online for Students and Teachers (MOST).	*						
206. Work with Consultant Services and Special Education staff to expand awareness and use of assistive technology methods and opportunities countywide.	*						
207. Enhance and further diversify the distance learning programs available to the Macomb educational community.	16	50	62 63				
208. Lead by example in the use of new and emerging technologies for instruction through continued delivery of extensive training for management and instructional technology offerings.			*			*	
209. Continue to execute and adapt the Macomb Technology Academy concept to disseminate best practices in the use of technology in education.							

Key to Committees: **I** (Collaboration, Innovation & Alternatives), **II** (Community Relations & Involvement), **III** (Curriculum & Instruction), **IV** (Efficiencies, Finance & Operations), **V** (Population Trends & Planning), **VI** (Professional Development), **VII** (Technology)

*additional opportunity for collaboration.

Objective 22.e

Extend information systems to meet new requirements from local districts and state/federal mandates.

implementation strategies	related strategies by committee						
	I	II	III	IV	V	VI	VII
210. Implement PowerSchool as a countywide replacement for SASIxp, including all necessary Macomb extensions and processes.	*						
211. Provide custom system development and training opportunities necessitated by local district needs, as well as state and federal mandates.							
212. Provide support for the implementation of the special education software to all constituent districts.							
213. Develop and support a graphical user interface for the AS/400 core business systems.	*			*			

Key to Committees: **I** (Collaboration, Innovation & Alternatives), **II** (Community Relations & Involvement), **III** (Curriculum & Instruction), **IV** (Efficiencies, Finance & Operations), **V** (Population Trends & Planning), **VI** (Professional Development), **VII** (Technology)

*additional opportunity for collaboration.



Goal 23

Enable expanded learning opportunities for students, staff, parents and community members through the development and deployment of new uses of technologies.

measure of success 2014:

- All instructional staff in Macomb County are using formal data-based methods to inform instruction.
- Professional learning communities in Macomb enjoy the most data-rich and technologically-supportive environment in the state.
- PowerSchool, Blackboard, and special education systems have been integrated in meaningful ways, with PowerSchool serving as the single master of student information.
- “Push” technologies have been integrated into key operational processes in several districts, providing more timely and consistent information for staff.
- Several teaching universities have integrated real-world, data-based experiences into teacher and administrator college credit courses.
- The voice of the student is regularly consulted in our schools, substantially affecting student outcomes, staff development, and the school environment.
- All Macomb districts are using processes and tools that enable effective communications for all education stakeholders.
- Macomb districts are actively engaged in integration and use of simulation and gaming technologies to deliver relevant educational experiences for students.
- Telecommunications and computing technologies within schools are being used by a small but growing number of students in their activities as interns or employees of businesses.
- Macomb continues to be viewed as a significant contributor to statewide educational technology vision and initiatives.
- Macomb is participating in a statewide K–20 bi-directional student data management system, or operating its own system.
- Macomb has available a single countywide identity management system for staff and students, with most Macomb districts participating in the system.
- Macomb has a vibrant, highly-utilized just-in-time (JIT) repository—a truly 21st Century educator’s library—serving the knowledge needs of all staff categories and levels, collecting and sharing effective and essential information through network-based multimedia technologies anytime, anywhere.

Key to Committees: I (Collaboration, Innovation & Alternatives), II (Community Relations & Involvement), III (Curriculum & Instruction), IV (Efficiencies, Finance & Operations), V (Population Trends & Planning), VI (Professional Development), VII (Technology)

*additional opportunity for collaboration.

Objective 23.a

Enable the widespread use of data collection, analysis and use of data in the design and delivery of instructional services.

implementation strategies	related strategies by committee						
	I	II	III	IV	V	VI	VII
214. Support local district data teams by providing extensive training on the tools and methods for acquiring and analyzing data for improved decision making.			71 72 74 78 79 90			160 173 174 175	
215. Develop supporting technology-enabled processes for furthering the effectiveness of professional learning communities.			93			167	
216. Integrate Blackboard, PowerSchool, and Macomb’s special education student information system to provide a single student information master.	6						
217. Investigate and pilot “push” technologies for improving access to timely information for instructional and administrative staff.		21					
218. Collaborate with higher education teacher-training institutions to integrate data-related topics, tools and methods into teacher training courses.							
219. Research and recommend best practices in using tools and methods for capturing “voice of the student,” such as how students prefer to learn, matching learning opportunities and learning styles, and whether they feel engaged.		49				154 172 177	

Objective 23.b

Substantially improve the quality and timeliness of home/school communication through the use of technology.

implementation strategies	related strategies by committee						
	I	II	III	IV	V	VI	VII
220. Implement and aggressively promote PowerSchool's PowerParent capability.	14	32	78 79 89		145		
221. Activate and communicate Blackboard’s parent portal feature.	*	32	89		145		
222. Integrate Blackboard, PowerSchool and Macomb's Special Education student information system to optimize home/school communication capabilities.	*	*	89		145		

Key to Committees: **I** (Collaboration, Innovation & Alternatives), **II** (Community Relations & Involvement), **III** (Curriculum & Instruction), **IV** (Efficiencies, Finance & Operations), **V** (Population Trends & Planning), **VI** (Professional Development), **VII** (Technology)

*additional opportunity for collaboration.

Objective 23.c

Investigate and introduce advanced interactive gaming and simulation technologies for academic, career and technical education, and physical education purposes.

implementation strategies	related strategies by committee						
	I	II	III	IV	V	VI	VII
223. Investigate and pilot educationally-oriented, multi-player, interactive gaming opportunities, supporting both intra-district and inter-district participation.	16		62				
224. Evaluate and pilot the use of computer-based simulations to enable further diversification in educational opportunities and delivery methods.	16	21 50	62 63				

Objective 23.d

Enable increased opportunities for meaningful student/business interactions.

implementation strategies	related strategies by committee						
	I	II	III	IV	V	VI	VII
225. Provide support for career technical education advocates to use school and business computer and communications technology assets to enable innovative partnering and internship arrangements.		42					

Objective 23.e

Promote concepts for the more effective use of technology in our community and state.

implementation strategies	related strategies by committee						
	I	II	III	IV	V	VI	VII
226. Promote Macomb as a pilot site for a “student laptop with everywhere wireless” project.	*	21					
227. Promote the private sector build out of wireless voice and 3G/4G data capability throughout Michigan as being supportive of both education and economic development.		*					
228. Develop and promote an online student technology showcase.	8	*					

Key to Committees: **I** (Collaboration, Innovation & Alternatives), **II** (Community Relations & Involvement), **III** (Curriculum & Instruction), **IV** (Efficiencies, Finance & Operations), **V** (Population Trends & Planning), **VI** (Professional Development), **VII** (Technology)

*additional opportunity for collaboration.

Objective 23.f

Provide increased effectiveness and efficiency in core school processes.

implementation strategies	related strategies by committee						
	I	II	III	IV	V	VI	VII
229. Investigate and implement electronic transcripts to enable bidirectional information transfer between K–12 and higher education.	*						
230. Implement a common countywide access user/services authentication capability.	*						

Objective 23.g

Substantially increase the use of just-in-time (JIT) training techniques.

implementation strategies	related strategies by committee						
	I	II	III	IV	V	VI	VII
231. Implement audio/video/computer recording capability for user-friendly content capture, archival, and retrieval of training materials.							
232. Promote the use of custom online training aids and sharing of best practices.	*		*			156 178	
233. Collaborate with higher education teacher training institutions to incorporate awareness of JIT tools and techniques into teacher training.	*						

Key to Committees: **I** (Collaboration, Innovation & Alternatives), **II** (Community Relations & Involvement), **III** (Curriculum & Instruction), **IV** (Efficiencies, Finance & Operations), **V** (Population Trends & Planning), **VI** (Professional Development), **VII** (Technology)

*additional opportunity for collaboration.

Forward Thinking



glossary



word or phrase	definition
American Recovery and Reinvestment Act (ARRA)	Stimulus funds provided to each state through 2011; included considerable funding for education stabilization and incentive for innovation and reform.
AS/400	Software used by all Macomb County school districts to manage personnel records and business functions.
Blackboard™	A web-based application that enables teachers to communicate with students and, if appropriate, with parents regarding student assignments, assessments and instruction. In Macomb County, it is also known as MOST (Macomb Online for Students and Teachers).
career academies	Career academies provide college prep academic classes integrated with career technical education classes, while instruction is centered on concepts in one of the 16 national career pathway areas. Students can earn postsecondary credit, gain lab experience, participate in internships, and job shadow in specialized high-growth fields as they learn to use their academic skills in technical areas.
collaborative learning process	A system of management within a school building where all staff collectively assume responsibility for student success and work collaboratively to achieve that end. Also known as professional learning communities.
CTE programs	Acronym for career technical education programs.
Data Director™	Software that enables educators to enter, track and analyze their students' assessment data. Instructional decisions can then be made based more closely on student needs.
differentiated instruction	A method of delivering instruction to students of differing abilities and learning styles.
Early College	A program in which students begin their high school program at their school, but eventually move to the community college to complete both their high school's diploma requirements and the requirements for an associate's degree.
Education Development Plan	The Education Development Plan documents an ongoing process in which a student identifies career goals and a plan for achieving them. It is periodically updated, providing a record of career planning that will help guide the student's steps toward a career of choice. The EDP is based on career interests and exploration, as well assessments of talents, aptitudes and interests. Every entering high school student in Michigan is required to have one.

word or phrase	definition
English language learners (ELL)	Individuals, for whom English is a second language, who are in the process of learning the English language.
formative assessment	An assessment of learning given frequently as a student proceeds toward a learning goal. Formative assessments aid in adapting instruction to student needs.
Grade Level Content Expectations (GLCE)	The content standards developed by the Michigan Department of Education for students in grades K–8; mastery is expected by the end of a grade.
Headlee Amendment of 1978	A Michigan law that places restrictions on tax increases without voter approval. It also prohibits the legislature from issuing new mandates without also providing requisite funding.
High School Content Expectations (HSCE)	Course content standards developed by the Michigan Department of Education for high school level instruction.
International Baccalaureate™ (IB)	An international educational foundation started in 1968 in Switzerland. IB offers three levels of educational programs for children ages 3–19. International Baccalaureate can refer to the organization itself, to any of the three programs, or to the diploma or certificates awarded at the end of the high school level. Some colleges and universities award credit based on IB exams.
ITAC	Instructional Technology Advisory Committee
just-in-time (JIT)	A strategy for improving a business’s return on investment by reducing inventory and the associated costs of carrying it. In the context of this 5-year plan, materials and processes are developed and disbursed as the need arises.
MACA	Macomb Association of Curriculum Administrators
MCAASE	Macomb County Area Administrators of Special Education
MCASA	Macomb County Association of School Administrators. It is comprised primarily of the county’s superintendents.
Michigan Merit Curriculum (MMC)	The high school curriculum developed by the Michigan Department of Education and mandated by Michigan statute; a student must earn 16 credits within the MMC to earn a diploma.
MTAC	Management Technology Advisory Committee
National Career Readiness Certification	People can earn a National Career Readiness Certificate by taking three WorkKeys exams: Applied Mathematics, Locating Information, and Reading for Information. Certificates are gold, silver, or bronze, depending on test scores.
National Staff Development Council (NSDC)	A professional organization dedicated to setting standards for quality staff development.

word or phrase	definition
paraprofessionals	Literally, “beside the professional.” Paraprofessionals support students with the direction of teachers.
PowerParent™	A module within the PowerSchool program that enables a parent to access information, including attendance, grades and transcripts.
PowerSchool™	See SASIxp.
professional learning communities (PLC)	See collaborative learning process.
pupil accounting	The accurate counting of students enrolled in local districts; counts are reported twice during the school year to the Michigan Department of Education to determine funding for the school year (2 counts are blended).
push technologies	Internet-based communication that is initiated (pushed) from a central source, rather than requested (pulled) by someone.
SASIxp™	Software package used to manage student information at the school and district levels; produces report cards, transcripts and mandatory state and federal reports. Will be replaced by PowerSchool by 2010.
STEM programs	Acronym for programs focused on Science, Technology, Engineering, and Math. Collectively, the four STEM fields are considered the core technological underpinnings of an advanced society, according to both the National Research and the National Science Foundation.
summative assessment	An assessment of learning at the end of a unit of instruction. Examples: a unit test, a chapter test, MEAP, MME.
teacher leaders	Teachers in a school trained to take the leadership for positive, productive initiatives to improve student achievement and success. They are not administrators and the Teacher Leader program is not an administrative preparation program.
Universal Service Fund	Federal program in which public agencies, such as schools and libraries, are eligible for subsidy on certain technology purchases, including hardware, software and service fees.
WorkKeys™	A job skills assessment system that measures real-world skills. It was created in the late 1980s by ACT, Inc., the nonprofit company responsible for the ACT test. Businesses use WorkKeys to measure the workplace skills of employees and job applicants. Schools and colleges also use WorkKeys to prepare students for the workplace.

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Michael R. DeVault, *Superintendent*

It is the policy of the MISD that no person, on the basis of race, creed, color, religion, national origin or ancestry, age, sex, height, weight, marital status, or disability shall be discriminated against, excluded from participation in, denied the benefits of, or otherwise subjected to discrimination in any program or activity for which it is responsible.



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