

# Delton Kellogg Public Schools

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## 2014 – 2018 Strategic Plan



Prepared December 4 and 5, 2013  
by the  
Delton Kellogg School Board

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Delton Kellogg Public Schools  
327 N. Grove Street  
Delton, MI 49046

# DELTON KELLOGG PUBLIC SCHOOLS 2014 - 2018 STRATEGIC PLAN

On December 4<sup>th</sup> and 5<sup>th</sup>, 2013, the Delton Kellogg School Board met in a facilitated workshop to formulate an explicit and updated strategic plan to move the Delton Kellogg Public Schools (DKPS) toward a successful future. This document presents the results of that effort. It describes objectives and key action strategies that were developed.<sup>1</sup> It cannot, however, fairly reflect the individual thought, energy and good will generated by the participants in the session. Clearly, the School Board is passionate about its mission and the facilitators are indebted to each of the participants for their efforts in achieving a realistic, yet ambitious, set of strategies for the next five years.

**This Strategic Plan establishes an ambitious, yet realistic and actionable, set of strategies for the Delton Kellogg Public Schools.**

The participants in the Strategic Planning workshop included the following:

Mrs. Marsha Bassett, President	Mrs. Jennifer Bever, Vice President
Mrs. Kelli Martin, Secretary	Mr. Jim McManus, Treasurer
Mr. Vic Haas, Trustee	Mr. Benjamin Tobias, Trustee
Mr. Andrew Stoneburner, Trustee	

The workshop was facilitated by Jay Kilpatrick and Adriana Kilpatrick.

## 2014 – 2018 Objectives

This Strategic Plan builds on the work outlined in the 2008 Strategic Facilities Plan and provides even more specific and actionable strategies for implementation. At its core are the following five specific and measurable objectives to be realized by 2018. Each of these objectives is supported by specific key actions. Most importantly, each includes definable measures (or metrics) and the specific position, entity or groups that would “own” the objective and therefore be responsible and accountable for achieving it. This will allow the School Board and its local constituents to track progress and evaluate success in reaching these important objectives.

### PROGRAMS, STUDENT ACHIEVEMENT, DESTINATION SCHOOL

**Objective:** Delton Kellogg Schools will offer a wide range of unique programs that reach out to all types of learners, and it will graduate students prepared for their futures, so that by 2018 Delton Kellogg Schools will be a destination school that has a sustainable enrollment.

**Ownership:** Principals, Curriculum Director, Counselors, Department Heads, Athletic Director, School Improvement Teams and all staff.

**Measures:** Students involved in extra-curricular programs, course selection and electives, graduation rates, test scores, post-graduation interviews, longitudinal studies, enrollment, schools of choice enrollees, exit surveys

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<sup>1</sup> A description of the strategic planning methodology is presented in a separate report.

### LEADERSHIP

**Objective:** In 2014, Delton Kellogg Schools will have a Superintendent and administrative team that demands excellence through a shared vision, consistency and accountability.

**Ownership:** Superintendent and School Board

**Measures:** Progress in implementing this Strategic Plan

### FINANCIAL STABILITY

**Objective:** By 2018, Delton Kellogg Schools will have a 10% fund balance lessening the need to borrow for cash flow and positioning the District for further capital investment.

**Ownership:** Superintendent

**Measures:** Increasing fund balance

### MOTIVATED AND SELF-DRIVEN STAFF

**Objective:** By 2018, Delton Kellogg Schools will have a climate where excellence is expected.

**Ownership:** Superintendent, Principals and School Board

**Measures:** Community Surveys

### POSITIVE AND SUPPORTIVE COMMUNITY

**Objective:** By 2018, Delton Kellogg Schools will have increased parental and community involvement in all areas of the education process.

**Ownership:** Building Principals and Athletic Director

**Measures:** Attendance at events and conferences, Mentoring, Donations, Volunteer organizations

## Key Actions

In addition to these broad objective statements, this strategic plan outlines the key actions that must be taken to achieve success. In each case it is important to assign specific responsibility and accountability for all key actions. Furthermore, the sequence of the tasks and any interrelationships among them must be considered. The School Board discussed each of the objectives and completed this task with one member taking notes while the others provided input. The facilitators gathered the resulting work and posted the key tasks on the five-year timeline. The timeline chart presented on the fold-out pages at the end of this report is the result of this activity.

In addition to the timeline, the following tables present all of the key tasks summarized by objective with the responsible parties or entities established.

<b>OBJECTIVE:</b>			
<b>Programs, Student Achievement, Destination School:</b> DK Schools will offer a wide range of programs that reach out to all types of learners and it will graduate students prepared for their futures, so that by 2018 DK Schools will be a destination school that has a sustainable enrollment.			
<b>Year</b>	<b>Quarter</b>	<b>Key Action</b>	<b>Responsible Position or Group</b>
2014	Q1	Identify current programs.	Administration
	Q2	Prioritize programs.	Board
	Q3	Contact universities with teacher programs to acquire student teachers.	Board
	Q4	Emphasize hiring teachers with broad range of skills.	Superintendent and Principals
2015	Q2	Develop student survey to identify programs to reach all students.	Principals and Athletic Director
		Develop Marketing Plan.	Superintendent
	Q3	Develop and implement exit survey.	High School Principal and Counselor
	Q4	Complete benchmarks, compare with other districts.	Superintendent and Board
2016	Q1 - Q2	Identify future programs.	Superintendent
	Q3	Annual tracking of enrollment.	Superintendent
	Q4	Yearly review of all measurables and yearly progress report.	Superintendent
2017	Q3	Annual tracking of enrollment.	Superintendent
	Q4	Yearly review of all measurables and yearly progress report.	Superintendent
2018	Q3	Annual tracking of enrollment.	Superintendent
	Q4	Yearly review of all measurables and yearly progress report.	Superintendent

<b>OBJECTIVE:</b>			
<b>Leadership:</b> In 2014, DK Schools will have a Superintendent and administrative team that demands excellence through a shared vision, consistency and accountability.			
<b>Year</b>	<b>Quarter</b>	<b>Key Action</b>	<b>Responsible Position or Group</b>
2014	Q1	Define Superintendent position.	Board
		Recruit Superintendent.	Board
	Q2	Discuss/explore collaboration.	Board
	Q3	Hire Superintendent.	Board
	Q4	Define administrative staff responsibilities; realign administration	Superintendent and Board
2015	Q1	Formal review.	Board
		Board education.	Board
	Q2 on-going	Strategic Plan review at Board meetings.	Superintendent
	Q3	Rewrite Superintendent evaluation.	Personnel Committee

<b>OBJECTIVE:</b>			
<b>Financial Stability:</b> By 2018, DK Schools will have a 10% fund balance lessening the need to borrow for cash flow and positioning the District for further capital investment.			
<b>Year</b>	<b>Quarter</b>	<b>Key Action</b>	<b>Responsible Position or Group</b>
2014	Q1	Develop a plan for reduction of spending.	Superintendent and Administration
		Settle all contracts.	Superintendent and Board
	Q3	Re-evaluate Schedule C negotiations	Superintendent
		Adopt a balanced budget.	Board
		Right-size staff	Superintendent and Principals
	Q4	Achieve average 2% fund balance	Superintendent and Finance Director
2015	Q3	Develop a plan to increase revenue	Superintendent
	Q4	Achieve average 2% fund balance	Superintendent and Finance Director

Financial Stability, continued			
Year	Quarter	Key Action	Responsible Position or Group
2016	Q4	Achieve average 2% fund balance	Superintendent and Finance Director
2017	Q4	Achieve average 2% fund balance	Superintendent and Finance Director
2018	Q4	Achieve average 2% fund balance	Superintendent and Finance Director
		Realize a 10% fund balance after five years.	Superintendent and Board

OBJECTIVE:			
<b>Motivated and Self-Driven Staff:</b> By 2018, DK Schools will have a climate where excellence is expected.			
Year	Quarter	Key Action	Responsible Position or Group
2014	Q2	Properly complete evaluations to identify and recognize shining stars.	Administration
2015	Q2	Develop a plan for staff professionalism.	Superintendent and Administration
		Develop a timeline with Superintendent for strategies to meet this objective.	Personnel Committee
2016	Q1	Develop a plan for connecting personally with all students.	Superintendent and Principals
	Q3	Develop a shared vision with Superintendent to improve motivation and vision with staff.	Board and Superintendent

OBJECTIVE:			
<b>Positive and Supportive Community:</b> By 2018, DK Schools will have increased parental and community involvement in all areas of the education process.			
Year	Quarter	Key Action	Responsible Position or Group
2014	Q1	Benchmarking	Board
	Q2	Create a baseline for current measurables	Administration

Positive and Supportive Community, continued			
Year	Quarter	Key Action	Responsible Position or Group
2015	Q1	Develop a plan for consistent and timely communication.	Superintendent
	Q2	Develop a plan to increase attendance at events.	Board
	Q3	Develop a plan to collaborate with community, businesses, Rotary, etc.	Superintendent
2016	Q1	Develop a plan to increase involvement in volunteer organizations and opportunities.	Board

It should be noted that the key actions set forth above and the timeline on the following pages were developed based on all the activities of the planning process and are founded on sound input from the Board members with assistance from the facilitators. This strategic plan is the result of a brief, but intense, six-hour planning process, but it should not be regarded as a “finished” product. Many of the key actions will benefit from further elaboration and development. The School Board has expressed a strong interest in using this Plan to guide decision-making and to hold themselves and the District’s personnel accountable for moving forward on all important objectives. Certainly, this accountability is a required component of successful implementation, but so, too, is careful refinement of the Plan’s content.

**It is the recommendation of this Strategic Plan that every School Board agenda include an item to address Strategic Plan progress and updates.**

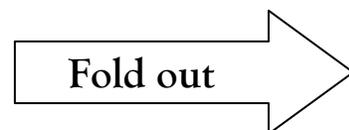
Therefore, to be most useful and explicit, it is recognized that more detail is needed on several of the key actions and it is the recommendation of this Strategic Plan that every School Board agenda include an item to address Strategic Plan progress and updates. In this way, the Board and senior administration can build on this document and the work that established it to form a more complete and definitive work program for the Delton Kellogg Schools.

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# Delton Kellogg Public Schools

## 2014 – 2018 Strategic Plan

### Timeline



## Delton Kellogg Schools Strategic Plan: 2014 - 2018

Objectives	2014				2015			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<p><b>Programs, Student Achievement, Destination School:</b> DK Schools will offer a wide range of programs that reach out to all types of learners and it will graduate students prepared for their futures, so that by 2018 DK Schools will be a destination school that has a sustainable enrollment.</p>	Identify current programs. <b>Administration</b>	Prioritize programs <b>Board</b>	Contact universities w/ teacher programs to acquire student teachers <b>Board</b>	Emphasize hiring teachers with broad range of skills <b>Superintendent and Principals</b>		Develop student survey to identify programs to reach all students <b>Principals &amp; Athletic Director</b>  Develop Marketing Plan <b>Superintendent</b>	Develop and implement exit survey <b>H.S. Principal &amp; Counselor</b>	Complete benchmarks compare with other districts <b>Superintendent and Board</b>
<p><b>Leadership:</b> In 2014, DK Schools will have a Superintendent and administrative team that demands excellence through a shared vision, consistency and accountability.</p>	Define Sup't. Position <b>Board</b>  Recruit Superintendent <b>Board</b>	Discuss/Explore Collaboration <b>Board</b>	Hire Superintendent <b>Board</b>  Define administrative staff responsibilities; realign administration <b>Superintendent &amp; Board</b>		Formal Review <b>Board</b>  Board Education <b>Board</b>		Re-Write Sup't. evaluation <b>Personnel Committee</b>	
<p><b>Financial Stability:</b> By 2018, DK Schools will have a 10% fund balance lessening the need to borrow for cash flow and positioning the District for further capital investment.</p>	Develop a plan for reduction of spending <b>Superintendent and Administration</b>  Settle all contracts <b>Superintendent and Board</b>		Re-evaluate Schedule C negotiations <b>Superintendent</b> Adopt a balanced budget <b>Board</b> Right-size Staff <b>Superintendent &amp; Principals</b>	Average 2% fund balance each year <b>Sup't and Finance Director</b>		Develop a plan to increase revenue <b>Superintendent</b>	Average 2% fund balance each year <b>Sup't and Finance Director</b>	
<p><b>Motivated and Self-Driven Staff:</b> By 2018, DK Schools will have a climate where excellence is expected.</p>		Properly complete evaluations to identify and recognize shining stars <b>Administration</b>			Develop a plan for staff professionalism <b>Superintendent and Administration</b>	Develop a timeline with Superintendent for strategies to meet this objective <b>Personnel Committee</b>		
<p><b>Positive and Supportive Community:</b> By 2018, DK Schools will have increased parental and community involvement in all areas of the education process.</p>	Benchmarking <b>Board</b>	Create a baseline for current measurables <b>Administration</b>			Develop a plan for consistent timely communication <b>Superintendent</b>	Develop a plan to increase attendance at events <b>Board</b>	Develop a plan to collaborate with community, business, Rotary, etc. <b>Superintendent</b>	

