

FERNDALE SCHOOLS
STRATEGIC
PLAN **2019-2024**



Letter from Superintendent & Board President

Thank you for taking the time to learn more about Ferndale Schools.

A public school strategic plan is an opportunity for the Board of Education, administration, staff, parents, students, and community to come together to express their aspirations for the future of our district. Collectively creating a roadmap that will guide our continuous improvement for the next five years.

In education, continuous improvement is more than just a goal or a particular program; it is a driving principle around which we build an entire embedded system. The system consists of tools that are regularly gathering performance data, studying it, planning improvements, and overseeing their implementation. The process can only begin with a recognition that what we are doing today won't accomplish the goals of tomorrow. This is not an indictment of our current performance, because improvement is always necessary. In fact, this process must be cyclical: just as change never stops around us, we must never stop changing to adapt to the needs of our students.

As you will see in this plan, systemic continuous improvement is centered on multiple sources of evidence and data points. It is driven by what is taking place across the many functions of schools and systems that impact student outcomes and achievement. These functions include teaching and learning, but also resource distribution, school climate and culture, and governance.

The world is ever-changing, yet the school setting in many places looks the same as it did 30 years ago. Right now, much of our workforce is employed in positions that didn't exist 20 years ago. The challenge set before our community in creating this plan was great: how can we prepare our students for a future that doesn't exist yet? We teach them to be lifelong learners, giving them the ability to think critically, solve problems, and meet new demands as they occur. The system and practices as set forth in this plan will allow for the continuous improvement of our students academically, socially, and emotionally.

Regards,

Dr. Dania Bazzi
Superintendent

Mrs. Jackie Hart
Board President

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Executive Summary

On January 7, 2019, the Board of Education of Ferndale Public Schools voted to utilize US², a consulting firm focused on issues surrounding equity and inclusion, to develop an updated strategic plan for the school district. This extensive process engaged the community and all stakeholder groups to create universal ownership and support for district and school improvement. Highlights of the process included:

- A comprehensive community engagement component that allowed stakeholders to have a voice in the strategic planning process
- A diverse planning team that represented stakeholder groups to develop the plan
- An intensive planning process that assisted the planning and action teams in analyzing the strengths, weaknesses, opportunities, and threats of the school district
- A facilitated process to work with experts within the district and community on developing initiatives and action steps to implement the plan within individual environments to support the district as a whole



Executive Summary (cont...)

The desired outcome of the Ferndale Public Schools Strategic Plan was to align the work of the district while supporting their mission, vision, and belief statements. Ferndale Public Schools strives to be among the best suburban school districts in the state. Ferndale Public Schools will...

- provide equitable opportunities for all students and work to eliminate labeling students
- provide high-quality, well-rounded education programs
- engage students in contemporary science, technology and humanities
- offer culturally rich arts and music programs
- support competitive athletic programs
- instill pride in our students, staff and families
- challenge ourselves and our students to attain the highest educational and citizenship standards



Overview of Terms & Process

Within the Strategic Planning Committee, Ferndale Public Schools chose to use the Vision Statement crafted through Midwest Equity Center as the overarching purpose for the work. Under that vision, the committee identified three strategic goal areas (Communication, Academics, and Resources). Within the three goal areas, five objectives were crafted. These objectives were crafted to provide direction for the district to achieve the strategic goal -ultimately allowing Ferndale Public Schools to see their vision statement come to fruition. Individual schools will craft tactics for each objective within their school improvement processes and provide yearly updates as to the progress of their tactics to support with the objectives.



Initial SWOT Analysis

Strengths, Weaknesses, Opportunities, & Threats



Strategic Goal Areas & Desired Results

At FPS, we are a school family of continual learners. We support each and every student to develop their purpose, plan, and passion. We encourage and honor dialogue about the histories, cultures, and goals of our communities. We actively and intentionally facilitate equitable access and representation, meaningful participation, and high expectations for ALL.



Empowerment

(Communication & School Culture/Climate)

Multi-Dimensional

Ferndale Public Schools will empower our students by providing an engaging and collaborative culture of inclusion, equity, and transparency.



Excellence

(Programming)

Academic & Beyond

Ferndale Public Schools will provide access to high-quality and inclusive programming with a focus on excellence, student engagement, and continuous improvement of academic achievement.



Environment

(Resources)

Human, Fiscal & Building

Ferndale Public Schools welcome all into a physically and emotionally safe learning environment, which includes financial, physical, and personnel resources; meaningful participation; and high expectations for ALL.



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Equity

Equity is the foundation of everything we do. The goals of the Strategic Plan will only be achieved if their benefits are accessible to all members of our community.



Measuring Success

Empowerment

(Communication &
School Culture/Climate)

Multi-Dimensional



- Foster a positive culture within the school environment by focusing on proactive and restorative strategies while addressing challenging behaviors in a consistent manner through cohesive policies and practices.
- Build upon the positive district wide environment of high expectations that is inclusive and engages all stakeholders.
- Create a multi-faceted and evolving communication system that allows stakeholders access to timely and relevant district information while engaging the interests of volunteers and businesses.
- Expand upon opportunities that examine, motivate, and ensure physical, mental, and nutritional health and overall wellness for students, families and staff members.
- Educate our community on all programs and opportunity offerings within Ferndale Public Schools.



Measuring Success

Excellence (Programming)

Academic & Beyond



- Continue to enhance our current multi-tiered system of support that will ensure consistency and transparency in the delivery of interventions and/or enrichments to all students with fidelity.
- Develop and evolve our curriculum and assessments to ensure high quality instruction for all students while reducing the achievement gap.
- Improve upon diverse and culturally responsive school practices while supporting the staff through professional development.
- Engage students in equitable, authentic, and relevant learning while promoting global citizenship and fostering life-long critical thinking with boundless creativity.
- Make certain that all students are placed in programs based on their interests and readiness levels that provide equitable opportunities for achievement and growth.



Measuring Success

Environment (Resources)



Human, Fiscal & Building

- Recruit, retain, and support a highly qualified diverse staff with excellence and accountability that is tied to practice and the direction of the district.
- Expand upon the incorporation of relevant and instructionally sound technology to support the educational experience of all learners.
- Provide flexible and multi-sensory learning environments through innovative resources and space for all students to learn and grow.
- Ensure the implementation of the Emergency Operations Plan to provide a safe environment.
- Maintain fiscal sustainability.



Collaboratively Created by...

Committee Members

- Jodi Berger, Parent
- Crystal Brock, Parent
- Jim Campbell, Parent
- Amy Ceglarek, Staff
- Tammy Crossley, Staff
- David Crumrine, Parent
- Sarah Elturk, Parent
- Marie Gearing, Staff
- Lindsay Gonska, Staff
- Camille Guinn, Staff
- Jean Harrison, Staff
- Amy Hawtin, Staff
- Tom Maes, Staff
- Joe Scandalis, Student
- Nick Schultz, Parent
- Skylar Speedwell, Student
- Mackenzie Stuart, Staff
- Sean Whitton, Staff
- Lisa Williams, Staff
- Melissa Wilson, Parent

Board of Education Members

- Jackie Hart, President
- Mike Davisson, Vice President
- Sandra N. Dukhie, Treasurer
- Nancy Kerr-Mueller, Secretary
- Anna Ibrahim, Trustee
- Jennifer LaTosch, Trustee
- Jim O'Donnell, Trustee

District Leadership Team

- Dr. Dania Bazzi, Superintendent
- Dina Rocheleau, Curriculum & Instruction
- Nancy Hoover, Business Services
- Bill Good, Community Relations
- James Stottlemeyer, Custodial/Maintenance
- Teresa Vulcano, Human Resources

Facilitator

- Megan Fuciarelli of US², Inc.

