



MAISD

Muskegon Area Intermediate School District

## The main title 'Strategic Plan' is rendered in large, white, 3D block letters. The text is positioned diagonally across the frame, appearing to float above a paved road with a yellow center line. The letters have a slight shadow and depth. To the left of the text, there are three white, cloud-like smoke or explosion effects of increasing size, with thin lines radiating from them towards the text, suggesting motion or impact. The background is a blurred landscape with a blue sky and green fields.

2005–2010

# MAISD Mission

To provide the leadership, programs, and services which complement and enhance the efforts of constituent school districts in extending educational opportunities to all students.



## Strategic Planning Process Overview

This MAISD strategic planning unfolded throughout 2004. Four basic operational guidelines defined the foundation for this process:

- Provide an unbiased process
- Develop goals and action steps that continue useful work and improve existing services, supports and practices, and allow for the elimination of non-essential services
- Gather input from individuals and groups who use MAISD services as well as from MAISD staff members
- Engage in a critical review of existing supports and services

Mr. David Neifer, Senior Consultant for *my two sense worth, inc.*, led five focus groups that considered current MAISD services and supports and provided recommendations for the future work of the MAISD. The focus groups were designed to give participants an opportunity to concentrate on the work accomplished by the MAISD and to provide recommendations for the developing strategic plan. Focus group participants were asked what current MAISD services and supports should be continued; what additional services they would like to see offered; and what services could be eliminated. Further, they discussed the strengths of the MAISD and what should be the major focus of the MAISD in the next five years.

The focus groups were comprised of representatives of the following groups:

- Constituent District Superintendents
- Community Members
- Curriculum Specialists
- External Business/Technical Staff Members
- MAISD Administrative Council

In addition to the focus groups led by the consultant, each department held meetings with the various committees that help guide our work and assist with collaborative area-wide planning. For example, strategic planning meetings were held with business directors, principals, technology leaders, curriculum specialists, parent groups, superintendent committees, transportation supervisors, and more. Further consideration was given to addressing the required elements of the *MAISD Consolidated Plan for School Improvement*.

The strategic planning consultant presented a verbal and written summary report to the MAISD Board of Education detailing the findings of his work and that of MAISD departments. In his report he noted, "The Muskegon Area Intermediate School District has an excellent reputation with the schools and communities it serves. There was a consistent theme of trust in the organization, the administrators, and staff. Focus group members believe the MAISD has their [the customers] best interests at heart. Further, there was strong support for the current MAISD goals." His written reports detailed the ideas from the focus groups and offered suggestions regarding goals for the new strategic plan.

Upon summarizing the information from the focus groups and various meetings, the information was shared with MAISD staff for ideas and direction. From these discussions seven goals were developed with departments identifying action steps for these seven strategic goals.

# MAISD Leadership Team

Michael H. Bozym, Ph.D.  
*Superintendent*

Susan Meston, Ph.D.  
*Deputy Superintendent*

Marios Demetriou  
*Assistant Superintendent,  
Administrative Services*

Rosemary Cary  
*Director, Technology*

Barbara Gowell  
*Director, Instructional Services*

Gary Martin  
*Director, Career and  
Technical Education*

James Redder  
*Director, Special Education*

# Goal 1



Maintain a position of leadership and innovation in the development and use of data services and instructional and informational technologies within the MAISD constituency and throughout the region.

The Regional Technology Center (RTC) provides on-line data processing resources and technical assistance and training for both administrative and instructional applications to schools throughout West Michigan. The RTC manages an Internet service and wide area network (WAN), connecting districts to all RTC resources. A fiber WAN is in development and will provide unlimited broadband connectivity among all districts served by the RTC delivering voice, data, and video.

## Action Steps:

- Study the feasibility and plan for the implementation of a comprehensive data storage/management system to facilitate information retrieval and application
- Implement the Shoreline Fiber Network, and, after conducting a needs assessment, deploy centralized network diagnostic and management services to assist district participants
- Study the feasibility and plan for the implementation of a digitized instructional media service delivering video on-demand to regional classrooms
- Continue the work of restructuring the data processing services, implementing full, on-site printing, a graphical user interface, and web access for AS/400 applications
- Improve student record-keeping systems with new modules and web access, and continue to ensure the integrity of data submitted for state reporting requirements to improve student performance
- Redesign the MAISD website, making it more intuitive, interactive and functional
- Assess Discovery Center services for viability and affordability and restructure to address these, as well as future, needs

The MAISD operates two specialized schools. Wesley School offers programs for preschool students through age 26 who have serious disabilities. In 2005 the new Muskegon Area Career Tech Center (CTC) will open offering career and technical education programs for high school juniors and seniors. In addition, the MAISD offers special student programs through the Instructional Services and Special Education departments.

### **Action Steps:**

- Provide quality instructional programs for local district students served by the MAISD
- Implement a framework for sound instructional practices within Head Start and develop the format for state and national review
- Promote opportunities for MAISD staff to participate in professional development in order to enhance their field of expertise
- Develop a marketing plan to promote CTC programs
- Develop an entrepreneurship program for all CTC classes
- Establish standards for the routine evaluation and improvement of MAISD programs and services
- Upgrade the technology infrastructure of Wesley School and install a state-of-the-art network at the CTC
- Support Muskegon and Oceana County districts to develop curriculum integration of applied academics and Michigan's Career and Employability skills and offer on-the-job learning opportunities

## Goal 2



Promote and support ongoing school and organizational improvement efforts within MAISD direct student service programs, and regularly measure the effectiveness of all MAISD programs and services.

# Goal 3



Develop and provide a range of collaborative administrative support services that emphasize economy of scale, avoid duplication of effort, and meet applicable school compliance standards and requirements.

Extensive collaborative efforts of the constituent school districts of the MAISD save resources through an economy of scale by designing systems that deliver services more efficiently. Working with local districts, staff can address the ever-changing compliance requirements with a sound knowledge base.

## Action Steps:

- Implement systems that will increase revenues for both the MAISD and its constituent districts
- Expand preventative practices to assist districts in meeting state and federal compliance regulations
- Expand and facilitate cooperative purchasing and consortium development in identified operations
- Provide leadership, training, and administrative support to our constituent groups
- Implement steps necessary to meet the requirements for ESEA funding
- Coordinate cooperative advertising and other marketing services for local school districts and the MAISD
- Conduct media relations and partner with media sources to maximize coverage of positive news stories involving public education

Improving student achievement requires a laser focus on carefully defined curricula as well as instructional and assessment strategies, both based upon sound educational research. The MAISD will assist districts as they continue their development of instructional programs that address the individual and diverse needs of students.

### **Action Steps:**

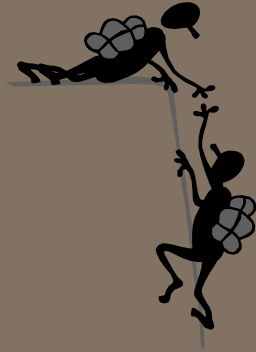
- Explore the ongoing need for community classrooms and their subsequent location for students with special needs
- Train MAISD staff in the utilization of emerging technologies with students in order to assist schools in the effective use of these technologies
- Examine and support local districts' regular and special education efforts to align curriculum and instruction with the Michigan Curriculum Frameworks, informed by knowledge of the grade-level content expectations
- Participate in focused, research-based professional development for staff in order to assist schools in meeting the instructional and assessment needs of students with increasingly diverse and multiple abilities
- Advance the use of curricular materials that are sensitive to diverse populations

## **Goal 4**



Assist districts with developing and implementing standards-based curricula, instruction, and assessment strategies that meet the diverse needs of all students.

# Goal 5



Design and implement comprehensive, research-based staff and leadership development activities to assist local school districts in meeting identified needs.

The MAISD provides staff training and professional development for staff members from various employment groups, including teachers, administrators, and support staff, as well as for parents. State and federal requirements, education research, and best practice require continual need for learning new information.

## Action Steps:

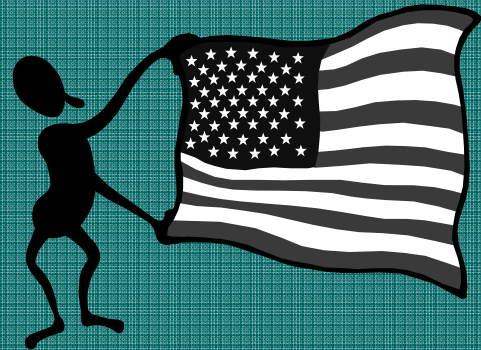
- Assist local schools in the collection and analysis of student learning information
- Provide a range of consultative services and support to school staff delivering educational and developmental programs to students with special educational needs
- Provide a range of consultative services, strategic planning, professional development opportunities, and staff support in the areas of curriculum content, research-based best practice, adult learning, and professional development delivery models
- Provide support and training in early childhood education for staff, parents, and community members
- Establish an inter-departmental collaborative group to identify good practices for modeling the application of current technology for the presentation of staff development
- Assist schools as they comply with state and federal mandates

Public education continues to be the path for developing an informed electorate, the very foundation of a democratic form of government. As the numbers of children in poverty continue to rise, the MAISD recognizes the importance of being visible in its advocacy for both public education and the needs of children.

### **Action Steps:**

- Monitor and support legislation and other initiatives which impact children and public education, and provide leadership for those initiatives
- Encourage staff participation on key policymaking and/or service delivery boards on the local and state level
- Develop a mechanism for MAISD staff to be regularly informed about public issues and the official MAISD position on those issues
- Collaborate with the community about departmental activities which will enhance educational opportunities and circumstances for all children
- Provide leadership and participation on state, local and regional agencies providing complimentary services to the constituents of the MAISD
- Promote and enhance awareness of public education through media relations, marketing, and communications activities

## **Goal 6**



Actively promote public education and the vital role it plays in a democracy, and support issues and practices that enhance educational opportunities and circumstances for all children.

# Goal 7



In conjunction with community initiatives, provide strong leadership and develop organizational structures that address and improve equity and diversity, communications, management practices, and self-assessment within the MAISD and throughout the region.

The MAISD plays an important role within the communities it serves through its involvement and leadership for the needs of children and families. Equitable distribution of resources and opportunity are important to a free, public education system. The MAISD is in a unique position to influence the equitable use of educational resources and to promote an understanding of student and staff diversity.

## Action Steps:

- Encourage practices that promote tolerance for others and for their beliefs
- Promote the equitable distribution of resources within the MAISD and to its constituent districts
- Implement strategies to increase minority representation among all MAISD employee groups
- Address the issues of diversity and equity within professional development offerings
- Develop a Human Resources Department at the MAISD
- Create and implement effective public information, marketing, and communications programs that raise awareness of the MAISD and public education programs and services
- Provide consultant services to constituent districts for improvement of public relations and marketing of successful educational programs and practices

## Summary of Strategic Plan Goals

1. Maintain a position of leadership and innovation in the development and use of data services and instructional and informational technologies within the MAISD constituency and throughout the region.
2. Promote and support ongoing school and organizational improvement efforts within MAISD direct student service programs, and regularly measure the effectiveness of all MAISD programs and services.
3. Develop and provide a range of collaborative administrative support services that emphasize economy of scale, avoid duplication of effort, and meet applicable school compliance standards and requirements.
4. Assist districts with developing and implementing standards-based curricula, instruction, and assessment strategies that meet the diverse needs of all students.
5. Design and implement comprehensive, research-based staff and leadership development activities to assist local school districts in meeting identified needs.
6. Actively promote public education and the vital role it plays in a democracy, and support issues and practices that enhance educational opportunities and circumstances for all children.
7. In conjunction with community initiatives, provide strong leadership and develop organizational structures that address and improve equity and diversity, communications, management practices, and self-assessment within the MAISD and throughout the region.

# **MAISD Board of Education**

Mr. Ed Garner  
Mr. Robert Jacobs  
Ms. Peggy E. Scouten  
Mr. Gordon Mudler  
Mr. John Swanson

## **MAISD Operated Schools**

Muskegon Area  
Career Tech Center  
Wesley School

## **Muskegon Area Intermediate School District**

630 Harvey Street  
Muskegon, MI 49442-2398  
Phone: (231) 777-2637  
Fax: (231) 773-3498  
[www.muskegonisd.org](http://www.muskegonisd.org)

## **Constituent School Districts**

Fruitport Community Schools  
Holton Public Schools  
Mona Shores Public Schools  
Montague Area Public Schools  
Muskegon Public Schools  
Muskegon Heights Public Schools  
North Muskegon Public Schools  
Oakridge Public Schools  
Orchard View Schools  
Ravenna Public Schools  
Reeths-Puffer Schools  
Whitehall District Schools

## **Public School Academies**

Muskegon Technical Academy  
Three Oaks Academy  
Timberland Charter Academy  
Tri-Valley Academy