



STUDENTS	STAFF	PARTNERSHIPS & COMMUNITY	MARKETING & COMMUNICATION
Priority: Educate, Retain and Attract Students	Priority: Highly Effective Staff	Priority: Optimize resources through partnerships and strong fiscal management	Priority: Promote Success
<p>Goal: Students will have consistent access to high quality guaranteed curriculum, instruction and academic supports.</p> <p>Action Steps:</p> <ul style="list-style-type: none"> • Establish the Instructional Cycle Committee (ICC) and the 6-step cycle. • Articulate district wide vertical and horizontal alignment of all subjects • Critique and upgrade learning materials, books, and supplies by discipline. • Rank educational priorities and communicate a transparent and ongoing project plan. 	<p>Goal: ECS will retain, recruit, and develop staff who are highly effective.</p> <p>Action Steps:</p> <ul style="list-style-type: none"> • Institute a salary schedule that reflects potential lifelong earnings • Establish and maintain a regionally competitive benefits package • Create an evaluation system designed to improve staff member performance • Develop a recruitment strategy which demonstrates a commitment to excellence and inclusion • Institute an employee child care center • Create policy which allows staff living in Michigan to pay a reduced rate of tuition for their students to attend ECS 	<p>Goal: ECS will establish useful business, government, and community partnerships as measured by the mutual benefits.</p> <p>Action Steps:</p> <ul style="list-style-type: none"> • Annual meetings with local real estate agencies to promote Elkhart Community Schools • Collaborate with community partners to: <ul style="list-style-type: none"> • Design, fund and develop projects which benefit ECS students. • Redesign North Side Gym into a 21st century event center. • secure funding for a post secondary institution feasibility study • Eliminate the need for any institutional subsidy for the district radio station and the North Side Gym facility. 	<p>Goal: ECS will develop a “Quality Profile” which will capture a more complex picture of the overall educational experience the children in our district receive.</p> <p>Action Steps:</p> <ul style="list-style-type: none"> • Institute a quality profile based upon the priorities of the strategic plan • Report annually the data collected with respect to the quality profile <div style="text-align: right;">  <p>ELKHART COMMUNITY SCHOOLS</p> <p>April 2016</p> </div>

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<p>Goal: ECS will assure high quality programming as measured by accreditation or program certification.</p> <p>Action Steps:</p> <ul style="list-style-type: none"> • Contract with AdvancED for high school accreditation and ASSIST SIP software for select elementary schools. • Conduct school visits and secure school identity and appropriate credentialing avenue • Follow protocol to achieve accreditation or certification and recognize schools as they obtain standard <div data-bbox="115 1222 243 1352" data-label="Image"> </div> <div data-bbox="289 1255 531 1317" data-label="Text"> <p>ELKHART COMMUNITY SCHOOLS</p> </div> <div data-bbox="254 1393 390 1424" data-label="Text"> <p>April 2016</p> </div>	<p>Goal: ECS will provide innovative and effective experiences for staff.</p> <p>Action Steps:</p> <ul style="list-style-type: none"> • Develop a culture which supports innovative practices and collaborative decision making. • Research and implement effective teaching strategies, efficient curriculum formats, and digital content applications for all subjects • Institute a professional development program for all ECS staff. 	<p>Goal: ECS will establish revenue sources for successful implementation of the strategic plan.</p> <p>Action Steps:</p> <ul style="list-style-type: none"> • Execute bond sales which will fund facility and programming development and expansion • Bring international students to Elkhart Community Schools • Institute a 10 year facilities plan which addresses interior, exterior needs and aesthetics • Continue to provide support for the development of the Elkhart Education Foundation • Seek various ways to contract service to other educational institutions 	<p>Goal: ECS will develop and execute an established plan for enrollment management, image enhancement, internal and external communication and communicating school and community success.</p> <p>Action Steps:</p> <ul style="list-style-type: none"> • Employ the services of a marketing agency targeting enrollment management and image enhancement. • Conduct a communication audit in order to improve internal and external communication • Quarterly meetings with non-profit groups, clergy and community leaders • Annual meetings with local real estate agencies to promote ECS • Changes to district owned radio station which increases the promotion of school and community success • Weekly meeting with the Elkhart Truth regarding story development

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<p>Goal: ECS will provide students with clearly articulated college and career pathways which include service learning experiences and capstone projects.</p> <p>Action Steps:</p> <ul style="list-style-type: none"> Align course sequences and capstone opportunities Design career clusters with courses aligned within. Target new course offerings to advance each pathway. Incoming Freshmen select pathway as part of registration which includes expectations for high school students to complete a service or capstone project Create a career success certification and service learning graduation requirement Create a secondary book study program and a leadership speakers series 	<p>Goal: ECS administrators will be efficiently and effectively organized as measured by comparable statewide ratios and the ability to execute the strategic plan.</p> <p>Action Steps:</p> <ul style="list-style-type: none"> Institute an organization chart which reflects the priorities of the strategic plan. Secure/develop a headquarters that represents the standards of our corporation 	<p>Goal: ECS will demonstrate outstanding fiscal responsibility as measured by exceeding financial plan goals.</p> <p>Action Steps:</p> <ul style="list-style-type: none"> Meet enrollment goals with respect to (transfers, retention, programs and in each academic pathway) and net Basic Grant income Complete a study of the “ideal enrollment financial model” to guide the annual budget priorities and allow ECS to operate in a most efficient and effective manner Develop non-traditional funding streams Develop and meet a strategic financial plan which creates revenue by outsourcing resources and services to other school districts throughout the Midwest. 	<div data-bbox="1606 1222 1738 1352" data-label="Image"> </div> <div data-bbox="1787 1256 2024 1317" data-label="Text"> <p>ELKHART COMMUNITY SCHOOLS</p> </div> <div data-bbox="1749 1403 1877 1430" data-label="Text"> <p>April 2016</p> </div>

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<p>Goal: ECS will assist students in engaging in local, national, and international study.</p> <p>Action Steps:</p> <ul style="list-style-type: none"> • Establish regional, national, and international programming opportunities for ECS students. • Develop relationships with an international placement office and bring international students with resources and international engagement to ECS 			
<p>Goal: ECS will establish building configurations which align with student needs and optimize resources.</p> <p>Action Steps:</p> <ul style="list-style-type: none"> • Develop a PreK educational pathway for ECS • Establish PreK – 8 academic institutions at: <ul style="list-style-type: none"> • Bristol • Monger • Pierre Moran • Transition North Side and West Side into 6, 7, 8 middle schools 			<div data-bbox="1608 1222 1738 1349" data-label="Image"> </div> <div data-bbox="1787 1256 2022 1317" data-label="Text"> <p>ELKHART COMMUNITY SCHOOLS</p> </div> <div data-bbox="1751 1403 1881 1430" data-label="Text"> <p>April 2016</p> </div>

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<ul style="list-style-type: none"> • Align curriculum, assessment, and policies between the high schools to “think with one mind.” • Establish a vibrant high achieving standalone Freshman Academy • Develop and establish a plan to open and operate a top-tier stand alone 10, 11 and 12 high school • Foster growth of School without Walls program 			
<p>Goal: ECS will address ongoing operational supports such as calendar, start times, food service, transportation and building aesthetics.</p> <p>Action Steps:</p> <ul style="list-style-type: none"> • Survey parents regarding calendar and school start times. • Implement ongoing menu changes to improve student satisfaction with cafeteria offerings. • Capital projects plan targeting interior/exterior building improvements 			<div style="text-align: right;">  <p>ELKHART COMMUNITY SCHOOLS</p> </div> <p style="text-align: center;">April 2016</p>

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<p>Goal: ECS will provide co-curricular activities designed to attract and retain students.</p> <p>Action Steps:</p> <ul style="list-style-type: none"> • Reorganize administrative responsibilities to establish an elementary activities coordinator position. Begin elementary activities at an earlier age. • Reorganize administrative responsibilities to establish a district co-curricular development and oversight position for scholarship sports, new co-curricular activities, and interest developed by the student body. • Implement new programming such as Lacrosse, Rugby, Crew, EA Sports, Academic Competitions, Outdoor Program, Larping, quidditch and multiple intramural activities 			<div data-bbox="1608 1110 1738 1240" data-label="Image"> </div> <div data-bbox="1787 1146 2022 1203" data-label="Text"> <p>ELKHART COMMUNITY SCHOOLS</p> </div> <div data-bbox="1751 1294 1881 1321" data-label="Text"> <p>April 2016</p> </div>