



TRAVERSE BAY AREA
INTERMEDIATE SCHOOL DISTRICT



SAIL

Serving, Achieving, Inspiring, Learning



LONG-RANGE STRATEGIC PLAN

2019 - 2022



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MESSAGE FROM THE SUPERINTENDENT AND BOARD PRESIDENT



"None of us, including me, ever do great things. But we can do small things, with great love, and together we can do something wonderful."

~ Mother Teresa

At the Traverse Bay Area Intermediate School District (TBAISD), we believe through partnership and service to our community and local school districts, we can accomplish wonderful outcomes for the students and learners we serve. Moreover, as a service organization, we believe in the power of continuous improvement through data-driven decisions.

To that end, during the 2018-19 school year, TBAISD engaged a community of over 850 stakeholders in focus groups and comprehensive needs assessment surveys that provided essential data to develop our plan for organizational advancement. The data supports understanding of strengths and successes as well as identifies areas where we can work to enhance or improve services.

In northern Michigan we are blessed to be surrounded by beautiful natural resources and fresh water lakes. Plotting our course and setting **SAIL**, this report outlines a new strategic plan for TBAISD that will guide our organization over the next three years. Our mission points us toward **Serving, Achieving, Inspiring and Learning (SAIL)** as we work to improve the educational experience and outcome for all learners across the region.

Annual reports will provide updates on our progress with a full plan audit occurring on a three year review cycle. Moving forward, we will continuously engage students, staff, school district leaders, community leaders, and parents as we actively work to achieve our vision.

We are extremely grateful for all who contributed to this work as we renew our commitment toward continuous improvement.

Dr. Nicholas Ceglarek
TBAISD Superintendent

Joseph Fisher
TBAISD Board President

STRATEGIC PYRAMID



For organizations to thrive, articulating a clear path forward is imperative. Utilizing the data gathered from students, parents, staff, community leaders, and local district leaders, our Board of Education has adopted the TBAISD Strategic Pyramid for continuous improvement. The foundation of the pyramid is grounded in the values and beliefs that our staff members embrace. Those values include *learners first, relationships, integrity, listening, service, diversity, equity, empathy, and excellence*. The vision of our organization identifies what we aspire to or defines our image of success. **TBAISD Vision:** Partnering to serve, learn, and lead to ensure every learner will have pathways to a meaningful life. The driving force behind this work is our mission. **TBAISD Mission:** Working together to develop learners with purpose, strong schools, and engaged communities.



VALUES *What we believe & what Inspires our work*

Students/Learners First

- We prioritize the needs of all learners

Relationships

- We recognize the power of collaboration

Integrity

- We operate in a transparent, fair, honest manner

Listening

- We honor varying perspectives

Service

- We respond to the needs of our learning community

Diversity

- We embrace the unique gifts of all

Equity

- We strive to meet the varying needs of all

Empathy

- We seek to understand

Excellence

- We aim to provide the highest quality of service and support

VISION *A guiding image of success*

Partnering to Serve, Learn, and Lead

to ensure every learner will have pathways to a meaningful life.

MISSION *The driving force behind our work*

Working together to develop learners with purpose, strong schools, and engaged communities.

COMMITTEES TO SUPPORT & ENSURE GOAL ACHIEVEMENT

Education is not the filling of a pail, but the lighting of a fire.

~ William Butler Yeats



To ensure fidelity of our strategic plan, each goal will be assigned to a committee of TBAISD representatives. Three committees with a cross section of staff members will oversee goals which most closely identify with the work.

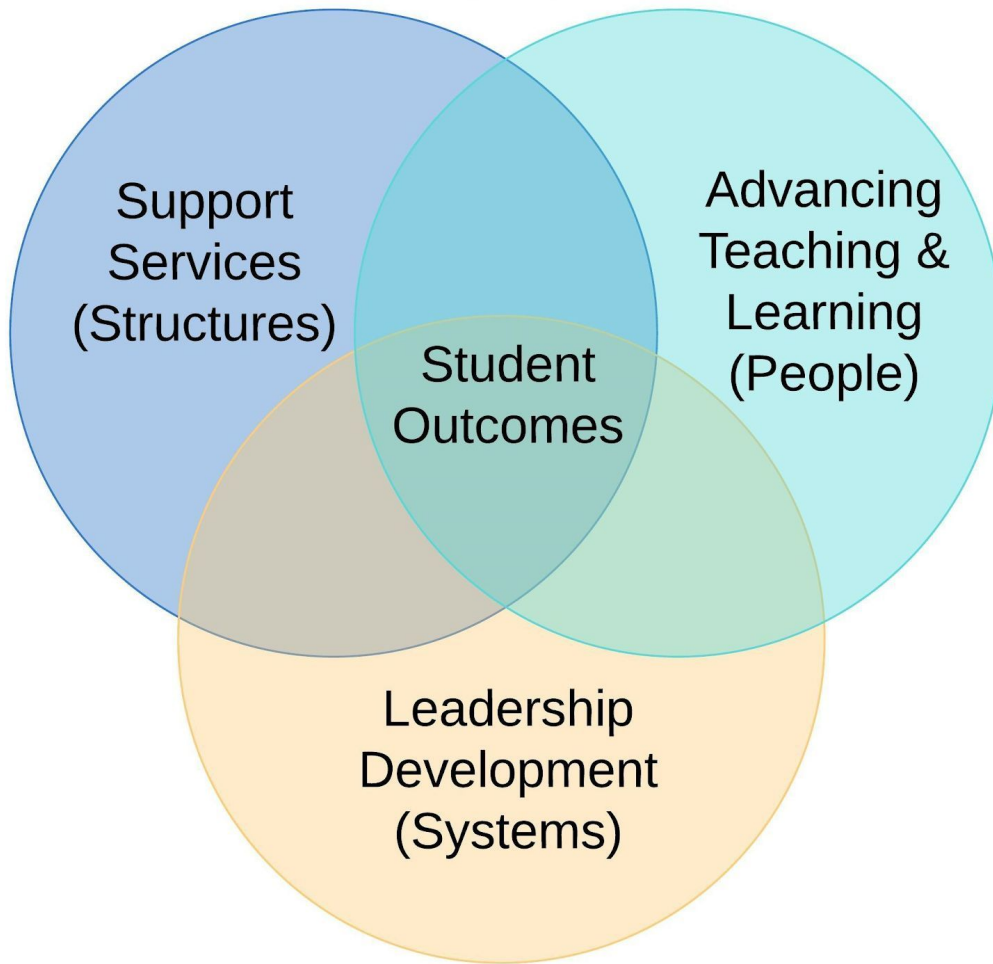
Support Services (Structures)

Advancing Teaching & Learning (People)

Leadership Development (Systems)

As an example, a goal centered around professional development of staff is anchored in the growth and development of people and thus, Advancing Teaching and Learning will spearhead oversight of that goal.

We fully recognize that the success of each goal will be defined and accomplished through many staff members with diverse perspectives engaging in strategies and activities around that goal. Each of the 16 goals will have specific action plans which will include: goal, objective, data to support, strategies/activities, team members, evaluation/measurement, resources, and a timeline. Annual reports of progress will be provided at a public school board meeting with follow up posted on the TBAISD website.



Structures

TBAISD programs or services that support our daily work or the daily work of our constituent districts.

*Business Services
Facilities
Technology
Transportation
Finance
Grounds/Maintenance
Professional Development
Early Childhood
Human Resources
Career-Tech Center
Special Education
Communications
Migrant Education
Adult Education*

People

TBAISD programs or services that focus on the development of internal and external adult learners.

*Human Resources
Technology (Infrastructure)
Instructional Services
Special Education
Professional Development
Curriculum
Early Childhood
School Improvement
Data Support*

Systems

TBAISD programs or services that focus on whole system or regional enhancements and developments.

*Instructional Services
Special Education Programs
School Improvement
Regional Efforts
Community Partnerships
Evaluation Development
Public Relations
Local District Collaboration*



STRATEGIC PLAN GOALS

2019-2022

Phase 1

- ▶ **Develop, adopt and communicate a financial policy. (Structure)**
- ▶ **Develop a structure and a process to increase understanding of TBAISD roles, supports, and available programming to all stakeholders. (Structure, Systems, People)**
- ▶ **Explore and evaluate student transportation structures and systems with the objective of optimizing customer satisfaction through the use of our service partners and taxpayer resources effectively. (Structure, Systems)**
- ▶ **Establish a common understanding of our identity/brand for internal and external stakeholders. (Systems, People, Structure)**
- ▶ **Assess safety protocols to inform professional training both internally and externally. (Systems, People, Structure)**
- ▶ **Promote a positive work climate and culture that builds on the values of TBAISD and supports all team members. (Systems, People, Structure)**

Phase 2

- ▶ **Explore, assess and identify regional programming needs and/or gaps across the continuum. (Structure, Systems)**
- ▶ **Establish meaningful partnerships with local principals. (People, Systems)**
- ▶ **Develop a structure/system of effective communication. (Structure, Systems, People)**
- ▶ **Explore, assess and identify facility needs of all programs and develop short- and long-term plans to address deficiencies. (Structure)**
- ▶ **Provide high quality, relevant professional development to internal and external staff and community partners. (People, Systems)**
- ▶ **Research, enhance and communicate access to TBAISD programs. (System, People)**

Phase 3

- ▶ **Explore, assess and identify technology access, needs and related learning for all staff. (People, Structure, Systems)**
- ▶ **Create intentional opportunities for students to develop their ability to achieve and succeed. (People, Systems)**
- ▶ **Collaborate with community partners in ways that will connect families and learners to opportunities and supports. (People, Systems)**
- ▶ **Implement a high quality system of supports and curriculum that promotes social and emotional development to focus on the needs of the whole child/learner. (Systems, People)**



SUPPORT SERVICES COMMITTEE MEMBERS

Structures

***Linda Bielecki, Chief Financial Officer**

***Julie Gordon, Compliance Supervisor, Special Education**

Dylan Bertram, CTC Student, Automotive Technology

Brent Boerema, Assistant Principal, CTC

Renee Childers, Coordinator Human Resources & Administrative Services

Yvonne Donohoe McCool, Ed.D., Early Childhood Supervisor

Heather Jewell, Communication Services Specialist

Brooke Laurent, Service Area Supervisor, Special Education

Amy Maeder, Teacher Assistant

Jennifer Morgenstern, Service Area Supervisor, Special Education

Chris Nuckels, Data Systems Manager

Jim Scherrer, School Board Member

Rena Spencer, Supervisor, Life Skills Center

Jason Tank, School Board Member

*Committee Co-chair



People

ADVANCING TEACHING & LEARNING COMMITTEE MEMBERS

*Emily Quinn, Director Human Resources

*Brandi Reynolds, Director Technology Services

*Kelly Coffin, Ed.D., Assistant Superintendent of Professional Learning & Innovation

Melisa/Ian Bertram, CTC parents

Rachael Birgy, School Board Member

Nicki Brown, School Board Member

Jim Carpenter, School Board Member

Becky Goodwin, Service Area Supervisor, Special Education

Marty Guiney, Supervisor, Programs for students with cognitive and severe multiple impairments

Mike Hartman, Service Area Supervisor, Special Education

Leigh Kennedy, Curriculum Coordinator, Special Education

Laura Miller, School Social Worker

Jason Stowe, Superintendent, Leland Public Schools

Marc Wills, Supervisor, Programs for students with autism

*Committee Co-chair



Systems

LEADERSHIP DEVELOPMENT COMMITTEE MEMBERS

*Pat Lamb, Assistant Superintendent of Career & Technical Education and Community Outreach

*Paul Bauer, Director Instructional Services

*Carol Greilick, Assistant Superintendent of Special Education

Rick Ankerson, Lead Custodian

John Breithaupt, Service Area Supervisor, Special Education

Kristen Deering, Service Area Supervisor, Special Education

CTCJoe Fisher, School Board Member

Mary Manner, Great Start & 5toONE Coordinator

Candy Marek, Supervisor, New Campus School

Liz McKellar, School Board Member

Matt Nausadis, Assistant Principal, CTC

Christina Trogan, Paraprofessional, CTCJoe Fisher, School Board Member

Kim Urbanski, Service Area Supervisor, Special Education

Tim VanderMeulen, Instructor CTC, Education Association Representative

Grant Wright, Technology Support Specialist

*Committee Co-chair



THANK YOU

This long-range improvement plan is the result of the work of many individuals who participated in focus groups or surveys which played a key role in our year-long strategic planning process. From students and staff, to local district leadership, we genuinely appreciate the time and talents of each individual.

Lastly, we want to recognize the contributions of the TBAISD Board of Education, leadership team, association leadership, parents, students, and Superintendent Association President Jason Stowe, who collaboratively worked to refine our goals and set a new pathway for the organization to pursue, the results of which are before you today.

For further information regarding this document or its contents, please contact Dr. Nick Ceglarek at 231-922-6212 or nceglarek@tbaisd.org.





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