



Waverly Community Schools

Lansing, Michigan

**2006-2011 Strategic Plan
of the
Waverly Community Schools
Adopted
by the
Waverly Community Schools
Board of Education
May 8, 2006**



As the heart of the community...

Waverly Community Schools
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Our Mission

A broad statement of our district's unique purpose and the specific function it performs.

*As the heart of the community,
our mission is to educate and prepare
each student to achieve her or his
academic best, develop character,
become a life long learner,
and contribute as a citizen
of our global society*

*by committing ourselves
to excellence in education characterized by:*

- a safe environment*
- rigorous curriculum*
- quality instruction*
- respect for diversity*
- attention to individual needs*

in partnership with the family and our entire community.

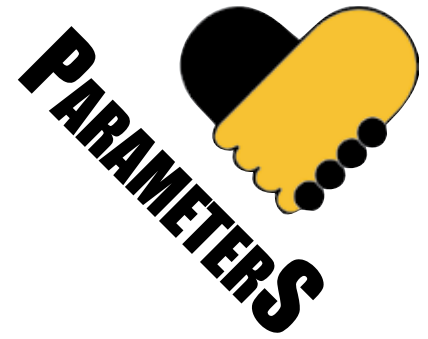


Beliefs

*Statements of the fundamental convictions, values, and characteristics
of the people who are in our school district.*

We believe that:

- Every individual has intrinsic worth.
- Higher expectations powerfully impact achievement.
- Attitude, effort, and self esteem are crucial contributors to personal success.
- We are each responsible for our own choices and actions.
- Diversity enriches our community; respect of diversity is essential for societal harmony.
- Lifelong learning is necessary to thrive in a changing society.
- Community is founded upon mutual respect, trust, and care.
- All individuals have the capability and the responsibility to contribute positively to the community.
- Family plays the primary role in the growth and development of its members.
- Students, staff, families, and the entire community share the responsibility for education.
- Quality education benefits and enriches the entire community.



Parameters

*Our school district operates in accordance with state and federal legislation
and Board of Education policies.*

The following guidelines will also be used to accomplish our mission.

- We will provide a safe and secure environment in which to teach, learn, and work.
- Nothing will take funding precedence over K-12 programs and services necessary to meet the mission and objectives.
- Site-based decisions will always be consistent with the strategic plan.
- New programs will not be accepted unless they are consistent with the strategic plan, benefits clearly exceed costs, and provisions are made for staff development and timely program evaluation.
- We will not tolerate behavior which diminishes the dignity or self worth of any individual or group.
- Opportunities for staff development will be supported.
- We will evaluate programs to determine if they make a significant contribution to achieving our mission & objectives.



Objectives

The measurable end results that we will achieve to fulfill our mission.

- Each student will consistently demonstrate the character traits of honesty, caring, respect and responsibility.
- Each student will develop and achieve personally challenging educational goals for academic and career preparation tailored to her or his talents, abilities and/or aspirations.
- Each of our students will demonstrate the ability to think, problem solve, communicate and apply social and technological skills (Waverly's Essential Skills) as measured by standards set at the 4th, 6th, 8th grade and high school benchmarks.
- The percentage of students in all identified demographic groups who meet or exceed the state standards on all areas tested in the Michigan Education Assessment Program will increase annually.



Strategies

The broadly stated means of deploying resources to achieve our district mission and objectives.

Curriculum, Instruction & Assessment

1 We will continue our efforts to provide instruction and assessment that will prepare our students to meet or exceed state standards on all areas tested and demonstrate Waverly Essential Skills.

Communications

2 We will enhance communications within the district and with the community to improve relationships among all key constituent groups to better achieve our mission.

Diversity

3 We will develop and implement plans to capitalize on the benefits of diversity to better achieve our mission and objectives.

Character Development

4 We will develop and implement plans that will fully integrate and model our character traits to build caring communities at each school and foster learning.



Strategy #1 - Curriculum, Instruction & Assessment

We will continue our efforts to provide instruction and assessment that will prepare our students to meet or exceed state standards on all areas tested and demonstrate Waverly Essential Skills.

- 1-1 Align curriculum with state standards.
- 1-2 Develop and implement common assessments (grade level & content areas) K-12 that include critical thinking, communication, and technological skills.
- 1-3 Implement a consistent method of reporting and communicating student progress to stakeholders to reflect student learning.
- 1-4 Design models for delivering integrated instruction district-wide.
- 1-5 Identify and implement effective interventions to help each student achieve her or his academic best.
- 1-6 Integrate Career Pathways instructional goals into the curriculum.



ACTION PLAN: #1 Curriculum, Instruction & Assessment

#1: STRATEGY NUMBER
#1: PLAN NUMBER
02/03/2006 :DATE

STRATEGY:

#1 - We will continue our efforts to provide instruction and assessment that will prepare our students to meet or exceed state standards on all areas tested and demonstrate Waverly Essential Skills.

SPECIFIC RESULT:

1-1 Align curriculum with state standards.

ACTION STEPS

1. Distribute all GLCE documents K-12.
2. Seek staff input on alignment of WCS curriculum to GLCE's.
3. "Un-packing the GLCE's" activity during professional development time K-12.
4. Facilitation of horizontal and vertical grade meetings for alignment, scope and sequence and assessment discussion.
5. Creation of curriculum guides.
6. Create process for continual revision of curriculum.
7. Create a list of existing resources and gaps in resources.
8. Create a cycle for adoption of curriculum resources annually.



ACTION PLAN:

#1 Curriculum, Instruction & Assessment

#1: STRATEGY NUMBER
#2: PLAN NUMBER
02/03/2006 :DATE

STRATEGY:

#1 - We will continue our efforts to provide instruction and assessment that will prepare our students to meet or exceed state standards on all areas tested and demonstrate Waverly Essential Skills.

SPECIFIC RESULT:

1-2 Develop and implement common assessments (grade level & content areas) K-12 that include critical thinking, communication, and technological skills.

ACTION STEPS

1. Survey and evaluate what is pre-existing in the district.
2. Utilize “Study Island” and “ABACUS” for existing assessments.
3. Research other electronic assessment tools for grades 9-12 and other content areas as needed.
4. Facilitate horizontal and vertical grade level meetings to discuss and design common assessments.



ACTION PLAN: #1 Curriculum, Instruction & Assessment

#1: STRATEGY NUMBER
#3: PLAN NUMBER
02/03/2006 :DATE

STRATEGY:

#1 - We will continue our efforts to provide instruction and assessment that will prepare our students to meet or exceed state standards on all areas tested and demonstrate Waverly Essential Skills.

SPECIFIC RESULT:

1-3 Implement a consistent method of reporting and communicating student progress to stakeholders to reflect student learning.

ACTION STEPS

1. Provide online access to student progress reports for parents.
2. Produce one school's progress reports in a foreign language (Spanish) and survey parents receiving those reports.
3. Provide a list of all objectives in all curricular areas for all students and their parents within two weeks of the beginning of the term.
4. Provide a list of all objectives not yet mastered at the end of the school year in the four curricular areas (ELA, Math, Science, Social Studies).
5. Create a resource bank of websites to assist students in the summer to bring their skills up to the level expected in the fall.
6. Develop a timeline for High School reporting of objectives.
7. Enter all High School objectives into ABACUS.
8. Enter all K-8 objectives into ABACUS.
9. Create a resource bank of common assessments.



ACTION PLAN:

#1 Curriculum, Instruction & Assessment

#1: STRATEGY NUMBER
#4: PLAN NUMBER
02/03/2006 :DATE

STRATEGY:

#1 - We will continue our efforts to provide instruction and assessment that will prepare our students to meet or exceed state standards on all areas tested and demonstrate Waverly Essential Skills.

SPECIFIC RESULT:

1-4 Design models for delivering integrated instruction district-wide.

ACTION STEPS

1. Evaluate existing models of instruction K-12.
2. Identify what we are doing well with regard to integration.
3. Identify what we need to improve to make up for existing deficiencies.
4. Identify what models should be retained, maintained, altered, eliminated, etc...
5. Based on the assessment above, create building level committees that will examine positives and negatives and do necessary research upon which to base new models.
6. Design new models of instruction at the building levels, addressing issues of horizontal and vertical integration.
7. Determine what resources are needed to implement and do a cost/benefit analysis.



ACTION PLAN:

#1 Curriculum, Instruction & Assessment

#1: STRATEGY NUMBER

#5: PLAN NUMBER

02/03/2006 :DATE

STRATEGY:

#1 - We will continue our efforts to provide instruction and assessment that will prepare our students to meet or exceed state standards on all areas tested and demonstrate Waverly Essential Skills.

SPECIFIC RESULT:

1-5 Identify and implement effective interventions to help each student achieve her or his academic best.

ACTION STEPS

1. Assess all students K-12 in literacy and mathematics in a pre and post format.
2. Exit assessment of 8th graders for High School Pathway Placement.
3. Identification of struggling students K-12.
4. Develop intervention chart K-12.
5. Develop and support intervention models K-12.



ACTION PLAN: #1 Curriculum, Instruction & Assessment

#1: STRATEGY NUMBER
#6: PLAN NUMBER
02/03/2006 :DATE

STRATEGY:

#1 - We will continue our efforts to provide instruction and assessment that will prepare our students to meet or exceed state standards on all areas tested and demonstrate Waverly Essential Skills.

SPECIFIC RESULT:

1-6 Integrate Career Pathways instructional goals into the curriculum.

ACTION STEPS

1. Work with career preparation coordinator to identify connections between content standards and Career Pathways and develop curriculum guides. This will be completed for language arts, math, science and social studies, at the elementary, intermediate, middle school and high school.
2. Determine which cross-disciplinary skills to focus on. Reference work keys assessment.
3. Create performance tasks that pose problems that motivate students to:
 - A. Establish purpose for learning;
 - B. Build on prior knowledge and experience;
 - C. Apply new knowledge to real life and future role expectations;
 - D. Use knowledge and skills for problem solving, involved in active rather than passive learning;
 - E. Develop teamwork and cooperation;
 - F. Foster discovery and exploration of new knowledge;
 - G. Focus on connections between context and content, knowledge and application, different disciplines.
4. Develop a rubric that outlines specific criteria for evaluating the performance task.
5. Provide career information for students and parents in a variety of formats (paper, electronic, discussion groups, student/guidance sessions).
6. Provide students with practical and authentic work place applications including job shadowing experiences for students. Develop a list of resources to create quality products and carry out other steps of the performance task.



Strategy #2 - Communications

We will enhance communications within the district and with the community to improve relationships among all key constituent groups to better achieve our mission.

- 2-1 Utilize technologies, e.g: Study Buddy for staff to provide homework content and class information online.
- 2-2 Review Board policies and administrative regulations related to communications and marketing annually.
- 2-3 Update district web sites so that they are current, interactive and responsive to school and community expectations.
- 2-4 Standardize district-wide communication guidelines.
- 2-5 Increase student focus and involvement in district communications.
- 2-6 Gather information from constituents.
- 2-7 Increase the availability of communication resources.
- 2-8 Publish internal communication resources for staff.
- 2-9 Update Channel 21 to highlight activities that are going on in the buildings and showcase student accomplishments and achievements.
- 2-10 Increase opportunities for volunteering in the school system.



ACTION PLAN: #2 Communications

#2: STRATEGY NUMBER
#1: PLAN NUMBER
02/03/2006 :DATE

STRATEGY:

#2 - We will enhance communications within the district and with the community to improve relationships among all key constituent groups to better achieve our mission.

SPECIFIC RESULT:

2-1 Utilize technologies, e.g: Study Buddy for staff to provide homework content and class information online.

ACTION STEPS

- Create an in-service plan for relevant staff.
- Create a stipend training position.
- Develop guidelines related to Study Buddy use.
- Train all relevant staff.
- Advertise and promote Study Buddy internally and externally.



ACTION PLAN: #2 Communications

#2: STRATEGY NUMBER
#2: PLAN NUMBER
02/03/2006 :DATE

STRATEGY:

#2 - We will enhance communications within the district and with the community to improve relationships among all key constituent groups to better achieve our mission.

SPECIFIC RESULT:

2-2 Review Board policies and administrative regulations related to communications and marketing annually.

ACTION STEPS

- Communications Director will review policies and administrative guidelines.
- Communication Director will meet with the Communications Department to share review.
- Promote staff awareness.



ACTION PLAN: #2 Communications

#2: STRATEGY NUMBER
#3: PLAN NUMBER
02/03/2006 :DATE

STRATEGY:

#2 - We will enhance communications within the district and with the community to improve relationships among all key constituent groups to better achieve our mission.

SPECIFIC RESULT:

2-3 Update district web sites so that they are current, interactive and responsive to school and community expectations.

ACTION STEPS

- Add video content of student productions.
- Review and update basic information each semester.
- Establish a way for Key Constituent Groups to submit an information request, update and comments.
- Establish a web information coordinator in each building.



ACTION PLAN: #2 Communications

#2: STRATEGY NUMBER
#4: PLAN NUMBER
02/03/2006 :DATE

STRATEGY:

#2 - We will enhance communications within the district and with the community to improve relationships among all key constituent groups to better achieve our mission.

SPECIFIC RESULT:

2-4 Standardize district-wide communication guidelines.

ACTION STEPS

-Advertise and promote the guidelines, including but not limited to, voicemail, e-mail, newsletters, web-site, district logos, calendars, Ch. 21, press releases, 2 way radios, cell phones, flyers and building signs.



ACTION PLAN: #2 Communications

#2: STRATEGY NUMBER
#5: PLAN NUMBER
02/03/2006 :DATE

STRATEGY:

#2 - We will enhance communications within the district and with the community to improve relationships among all key constituent groups to better achieve our mission.

SPECIFIC RESULT:

2-5 Increase student focus and involvement in district communications.

ACTION STEPS

- Provide opportunities for students to publicize their talents and activities.
- Increase coverage of classroom activities and student learning in communications.
- Invite students to participate in building and district committees.
- Utilize student time and energy for enhancing district communications.



ACTION PLAN: #2 Communications

#2: STRATEGY NUMBER
#6: PLAN NUMBER
02/03/2006 :DATE

STRATEGY:

#2 - We will enhance communications within the district and with the community to improve relationships among all key constituent groups to better achieve our mission.

SPECIFIC RESULT:

2-6 Gather information from constituents.

ACTION STEPS

- Conduct a yearly public forum with Board of Education and representatives from each building.
- Conduct a yearly survey using existing software to gather information wanted by Key Constituent Groups and evaluate effectiveness of current communications.
- Utilize focus groups and key communicators.



ACTION PLAN: #2 Communications

#2: STRATEGY NUMBER
#7: PLAN NUMBER
02/03/2006 :DATE

STRATEGY:

#2 - We will enhance communications within the district and with the community to improve relationships among all key constituent groups to better achieve our mission.

SPECIFIC RESULT:

2-7 Increase the availability of communication resources.

ACTION STEPS

- Identify the needs.
- Increase staff access to computers.
- Make media technology available at every building.
- Have GroupWise available to students.



ACTION PLAN: #2 Communications

#2: STRATEGY NUMBER
#8: PLAN NUMBER
02/03/2006 :DATE

STRATEGY:

#2 - We will enhance communications within the district and with the community to improve relationships among all key constituent groups to better achieve our mission.

SPECIFIC RESULT:

2-8 Publish internal communication resources for staff.

ACTION STEPS

- Create a Waverly Intranet for staff.
- Publish & maintain district phone numbers for staff.
- In-service staff on use of intranet.



ACTION PLAN: #2 Communications

#2: STRATEGY NUMBER
#9: PLAN NUMBER
02/03/2006 :DATE

STRATEGY:

#2 - We will enhance communications within the district and with the community to improve relationships among all key constituent groups to better achieve our mission.

SPECIFIC RESULT:

2-9 Update Channel 21 to highlight activities that are going on in the buildings and showcase student accomplishments and achievements.

ACTION STEPS

- Highlight activities that are going on.
- Showcase student accomplishments and achievements.
- Repeat key information more frequently.
- Investigate alternative formats: i.e. split screens, screen crawls.
- Get story/content ideas from staff and Key Constituent Groups.



ACTION PLAN: #2 Communications

#2: STRATEGY NUMBER
#10: PLAN NUMBER
02/03/2006 :DATE

STRATEGY:

#2 - We will enhance communications within the district and with the community to improve relationships among all key constituent groups to better achieve our mission.

SPECIFIC RESULT:

2-10 Increase opportunities for volunteering in the school system.

ACTION STEPS

- Create a form to volunteer via the web or district publications.
- Publicize volunteer opportunities and forward to appropriate coordinator.
- Create a database of volunteers and make accessible to all staff.



Strategy #3 - Diversity

We will develop and implement plans to capitalize on the benefits of diversity to better achieve our mission and objectives.

- 3-1 Promote an environment responsive to the needs of our diverse community by increasing awareness, sensitivity, and respect for diversity in its many forms.
- 3-2 Identify, implement and improve ways to appreciate, honor, and celebrate diversity in our buildings and community. We will provide our stakeholders with opportunities to recognize and acknowledge diversity.
- 3-3 Increase diverse representation on our administration, instructional, and support staff throughout the district to reflect the diverse composition of the student body, as attrition allows.



ACTION PLAN:

#3 Diversity

#3: STRATEGY NUMBER
#1: PLAN NUMBER
02/03/2006 :DATE

STRATEGY:

#3 - We will develop and implement plans to capitalize on the benefits of diversity to better achieve our mission and objectives.

SPECIFIC RESULT:

3-1 Promote an environment responsive to the needs of our diverse community by increasing awareness, sensitivity, and respect for diversity in its many forms.

ACTION STEPS

1. Appoint or assign a staff person to develop/coordinate diversity activities in the Waverly Community Schools.
2. Provide continuous mandatory training for board members, administrators, teachers, and support staff.
 - Training should consider diversity in many areas including, but not limited to, age, gender, socioeconomic status, culture, race, intellect, disability, religion, language, sexual orientation, special learners, family dynamics, tokenism, militarism, ethnicity, etc.
 - Training on how to incorporate diversity into the classroom
 - Administrative training on how to recognize and change behaviors
 - Provide expected behaviors to employees
 - Identify performance indicators
 - Report impact of professional development, how has individual incorporated training into classroom
3. Include diversity materials and information in orientation materials for new staff, students, and families. Educate staff members about the Waverly Community Schools procedures.
4. Provide opportunities and experiences for students and community members to address diversity in many areas such as those listed in Step #2. • Examples include student forums, academics, cultural programs, communications, Family Fun Nights, etc.
5. Create a uniform and consistent reporting system to monitor how discipline is administered, which will assist the district in assuring that all students are treated fairly.
6. Utilize an anonymous diversity survey for students & staff in the following areas: staff performance, staff opinion and student opinion survey to be used as baseline data for professional development training.



ACTION PLAN:

#3 Diversity

#3: STRATEGY NUMBER
#2: PLAN NUMBER
02/03/2006 :DATE

STRATEGY:

#3 - We will develop and implement plans to capitalize on the benefits of diversity to better achieve our mission and objectives.

SPECIFIC RESULT:

3-2 Identify, implement and improve ways to appreciate, honor, and celebrate diversity in our buildings and community. We will provide our stakeholders with opportunities to recognize and acknowledge diversity.

ACTION STEPS

1. Incorporate ongoing diversity celebrations in each building throughout the district through existing building events.
2. Provide fun and/or challenging hands on, minds on learning activities for all stakeholders.
 - Videos, plays, media productions, alumni profiles, photo exhibits; showcase diverse businesses that are located in the Waverly community.
 - Compile a list of resources to distribute to buildings (mentors, guest speakers).
3. Partner in an annual community based diversity celebration with township(s) and other groups/ organizations.



ACTION PLAN:

#3 Diversity

#3: STRATEGY NUMBER
#3: PLAN NUMBER
02/03/2006 :DATE

STRATEGY:

#3 - We will develop and implement plans to capitalize on the benefits of diversity to better achieve our mission and objectives.

SPECIFIC RESULT:

3-3 Increase diverse representation on our administration, instructional, and support staff throughout the district to reflect the diverse composition of the student body, as attrition allows.

ACTION STEPS

1. Expand the recruitment and hiring of diverse candidates that will reflect the diverse composition of the student body.
 - Recruit diverse student teachers
 - Review process for submitting applications to buildings
2. Diversify the selection of and preparation of interview committees that make recommendations for hiring within the district. Include issues, such as, cultural sensitivity in the preparation process.
 - Interview team members should be diversified



Strategy #4 - Character Development

We will develop and implement plans that will fully integrate and model our character traits to build caring communities at each school and foster learning.

- 4-1 Develop and begin a process for ongoing evaluation of our Character Education Traits.
- 4-2 Develop and implement a plan to educate and encourage support and participation from the community (students, staff, families, alumni, residents, religious organizations and businesses of the Waverly Community Schools) for our Character Traits.
- 4-3 Provide ongoing staff development necessary to develop skills that help integrate and hold all accountable for demonstrating our character traits.



ACTION PLAN: #4 Character Development

#4: STRATEGY NUMBER
#1: PLAN NUMBER
02/03/2006 :DATE

STRATEGY:

#4 - We will develop and implement plans that will fully integrate and model our character traits to build caring communities at each school and foster learning.

SPECIFIC RESULT:

4-1 Develop and begin a process for ongoing evaluation of our Character Education Traits.

ACTION STEPS

1. Define indicators of character traits.
2. Develop appropriate measurement instruments.
3. Collect authentic data (including staff, student and parent surveys) to be used at each building to see if our Character Traits are understood and acted out in varied settings.



ACTION PLAN: #4 Character Development

#4: STRATEGY NUMBER
#2: PLAN NUMBER
02/03/2006 :DATE

STRATEGY:

#4 - We will develop and implement plans that will fully integrate and model our character traits to build caring communities at each school and foster learning.

SPECIFIC RESULT:

4-2 Develop and implement a plan to educate and encourage support and participation from the community (students, staff, families, alumni, residents, religious organizations and businesses of the Waverly Community Schools) for our Character Traits.

ACTION STEPS

1. Communicate and expect all individuals on school grounds or at school functions demonstrate our Character Traits.
2. Continue to provide opportunities to support families as they strive toward the character development of their children (ie: parent groups, support meetings, etc.).
3. Identify opportunities at each grade level to integrate our Character Traits in the existing curriculum and educational practices (ie: anti bullying, peer mediation, conflict management, etc.).
4. Explore opportunities for area businesses to promote and support our Character Clusters.



ACTION PLAN:

#4 Character Development

#4: STRATEGY NUMBER
#3: PLAN NUMBER
02/03/2006 :DATE

STRATEGY:

#4 - We will develop and implement plans that will fully integrate and model our character traits to build caring communities at each school and foster learning.

SPECIFIC RESULT:

4-3 Provide ongoing staff development necessary to develop skills that help integrate and hold all accountable for demonstrating our character traits.

ACTION STEPS

- 1) Explore resources available to develop staff skills in the area of Character Development.

2005-2006 Periodic Update Action Planning Teams



The Waverly Community School's Action Planning Teams were composed of district and community members representing a wide range of experience, perspectives, and views. There were four teams: Strategy #1: Curriculum, Instruction & Assessment; Strategy #2: Communications; Strategy #3: Diversity; and Strategy #5: Character Development. These teams were responsible for the development of action plans, action steps, and cost benefit analysis which will result in the implementation of the four strategies. These teams worked from September 22, 2005 until mid-January 2006.

Strategy #1: Curriculum, Instruction & Assessment

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Joseph D'Souza
Al Momrik
Edith Suttles
Erin Tembras

Strategy #2: Communications

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Gini Larson
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Strategy #3: Diversity

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Diane Flanagan
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Carole Harris
Hans Harris
Chris Hennessey
Christine Holman
Calvin Jones
Bill Leavell
Lexava Smith
Jerry Smith
Shawn Talifarro
Randall Talifarro
Tracy Thomas

Strategy #5 Character Development

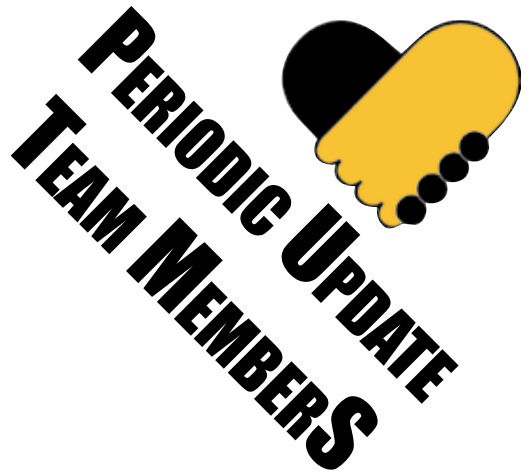
Cheri Arning
Marilyn McLane
David Percival*
Vincent Perkins
Vickie Tisdale
Stephen Wood
Randy Wyble

***Action Team Leaders**

The Action Team Leaders deserve a special note of thanks for their many hours of meeting preparation, preparation of minutes, preparation of final reports, and for all the other thankless duties that fall to leaders trying to accomplish a hard task in a limited amount of time.

2005-2006 Periodic Update Planning Team

The Waverly Community School's 2005-2006 Periodic Update Planning Team is composed of district and community members representing a wide range of experience, perspectives, and views. This group is responsible for the development of the 2005-2006 draft of the Strategic Plan. This team worked together April 28th & 29th 2005, and met a final time February 3, 2006 to review proposed action plans and complete its review of the Strategic Plan.



Cheri Arning
Waverly Child Care

Dawn Gorman
Parent

Dan Pappas*
Parent

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David Percival*
High School Principal

Margaret Baldwin
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Christine Holman*
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Steve Beckholt*
Elementary Teacher

Bruce Johnson*
Director of Operations &
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Fonda Brewer-Williams
Community Member

Calvin Jones*
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Library Technology Teacher

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Dennis Farmer
Middle School Teacher

Susan Owens
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*Participant in the 2001-2002 Through Review
Strategic Planning Team