

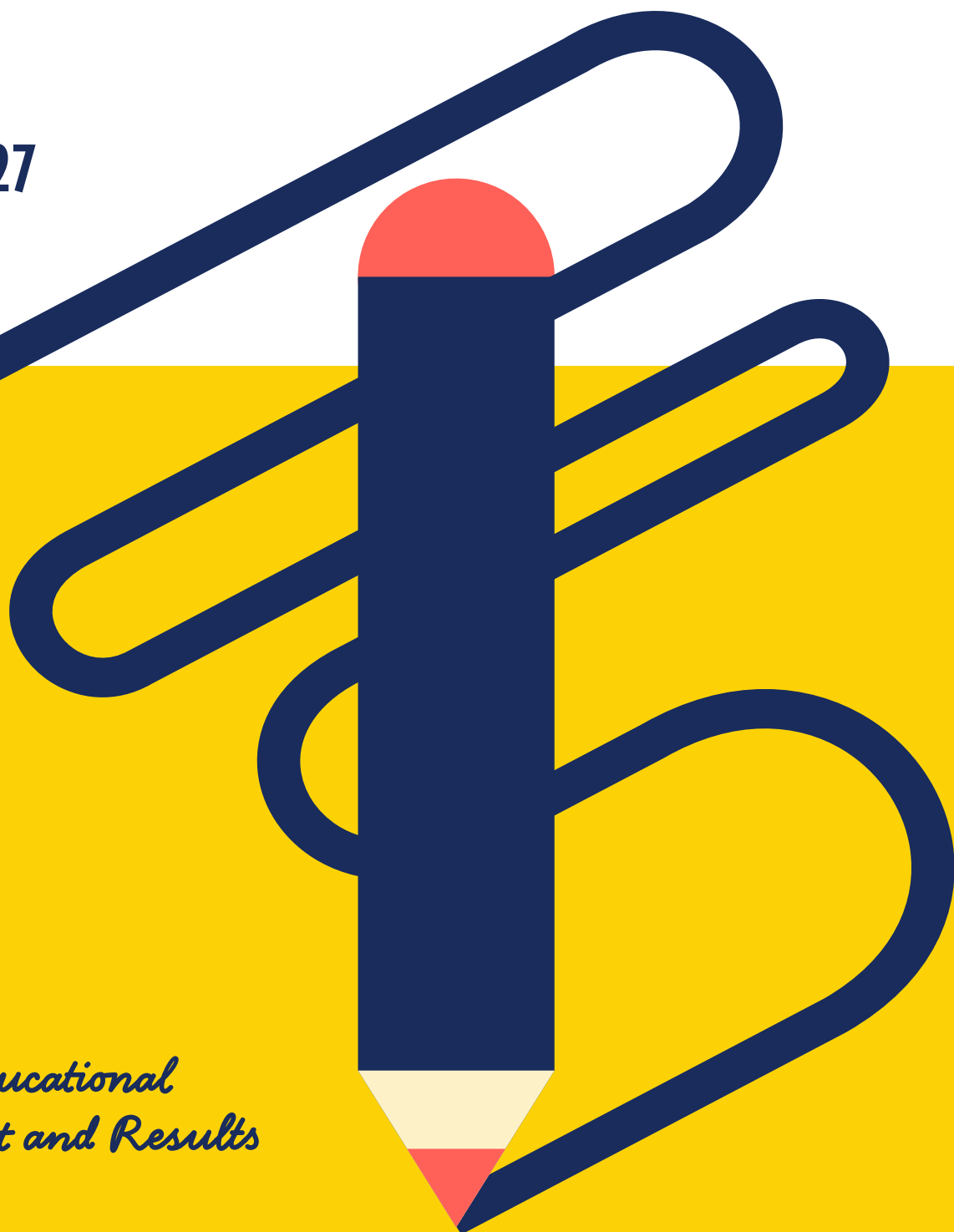


# Strategic Plan

2023 - 2027

**B.E.A.R.**

*Building Educational  
Achievement and Results*





# Great Schools in a Great Community

Dear Community of the St. Joseph Public Schools,

The St. Joseph Public Schools (SJPS) has undertaken a significant effort to examine what works for our students and families, and what needs to be done to ensure success now and in the future. This four-year strategic plan, developed with input from thousands of stakeholders, is the result of that collective work.

In 2022, our Board of Education embraced a process by which we solicited the input of all stakeholders and used that data to drive our goals for improvement. The comprehensive process to develop our strategic plan, known as the B.E.A.R. Process, or Blueprint for Educational Achievement and Results, began over a year ago and included focus groups and a detailed survey completed by families. School district employees and all 5th-9th grade students were also invited to complete surveys. In addition, any resident wishing to participate had the opportunity to complete the survey through the district website. Over 3,500 individuals completed the surveys and/or participated in a focus group. The Board of Education and administrative team thoroughly reviewed the collected data and used the results to identify areas of focus and desired outcomes; redefine our mission, vision, and values; clarify our beliefs, and refine the profile of a SJPS graduate.

The Board of Education adopted the first B.E.A.R. strategic plan at their July 10, 2023 Board of Education meeting. This blueprint will serve as our roadmap for continuous improvement of educational opportunities for the district through June of 2027. We believe the strategic planning process and the goals achieved will strengthen our tradition of excellence and continue the legacy of SJPS as “*Great Schools in a Great Community.*”

We are proud that this plan was developed with SJPS families, staff, and students and we are excited for what lies ahead. It is an honor and a privilege to serve the students and families of our great community.

Go Bears!

Respectfully,

Jenny Fee  
Superintendent

Barry Conybeare  
Board of Education President



# Mission

To educate each student through rigorous, relevant, and engaging instruction within a supportive learning environment.

# Vision

To develop critical thinkers prepared to pursue their unique potential and positively impact the world.



# Values and Shared Commitments

*Equity*

Understanding, honoring, and supporting the needs, interests, and talents of all learners

*Relationships*

Creating a community of safety, trust, and authentic connection

*Growth*

Supporting reflective practices to ensure continuous development of both students and staff

*Collaboration*

Ensuring student success through a shared commitment to collaborative practices

*Service*

Delivering welcoming, professional, and timely service



# Graduate Profile



## *Critical Thinker*

Makes informed decisions, solves complex problems, and implements solutions by questioning, analyzing, interpreting, and evaluating information.



## *Lifelong Learner*

Seeks to continuously improve one's knowledge and skills in order to overcome obstacles, navigate change, and fully develop personally and professionally.



## *Responsible Individual*

Acts with integrity and empathy while taking responsibility for one's actions and consequences.



## *Caring Contributor*

Shows empathy, compassion, and respect toward the needs and feelings of others and acts to make a positive difference.



## *Effective Communicator*

Expresses thoughts and ideas using oral, written, and non-verbal skills while being an active listener able to decipher meaning and intention.



## *Self-Sufficient Achiever*

Applies knowledge and skills to fulfill one's potential and independently navigate the world.

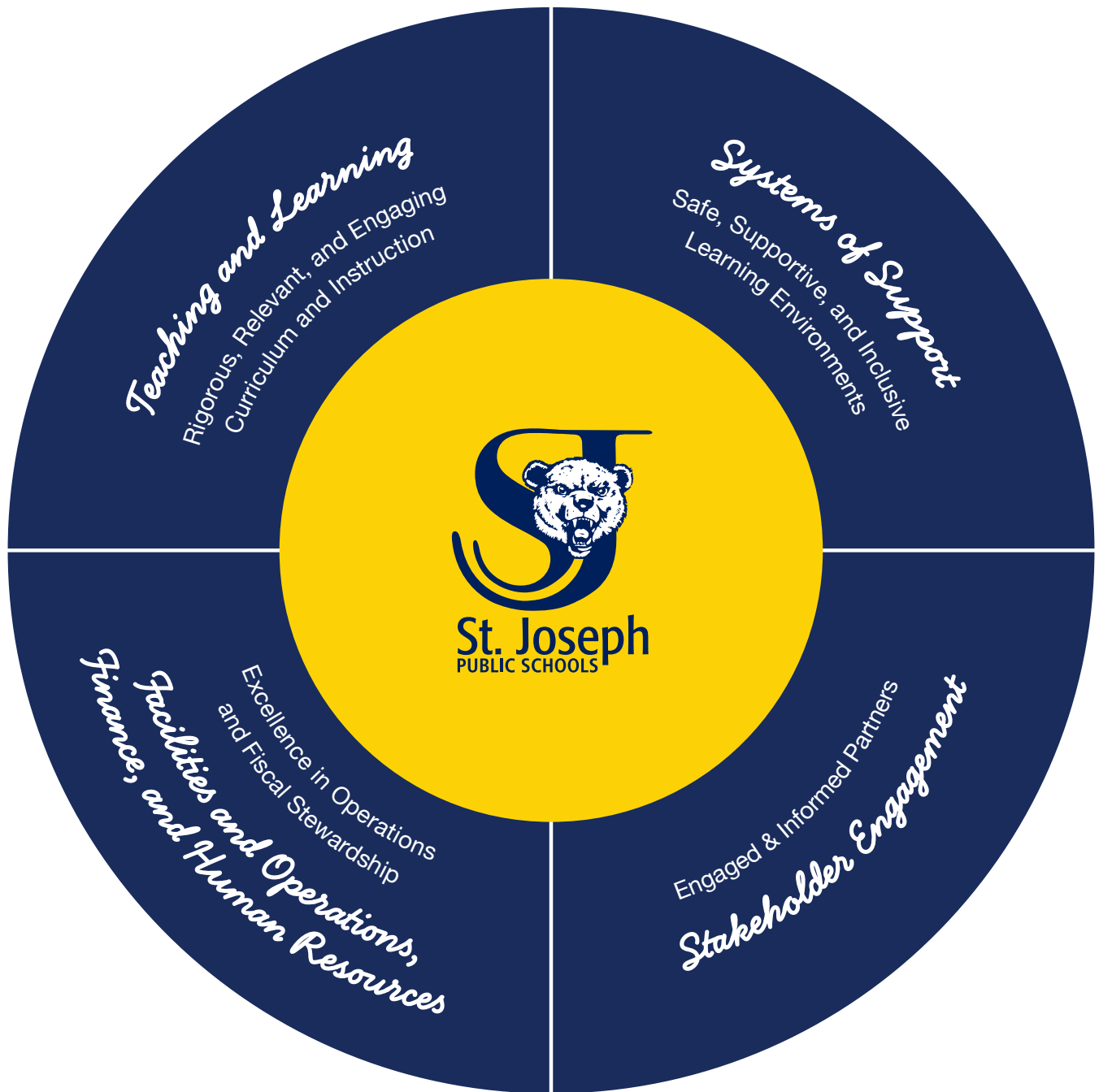


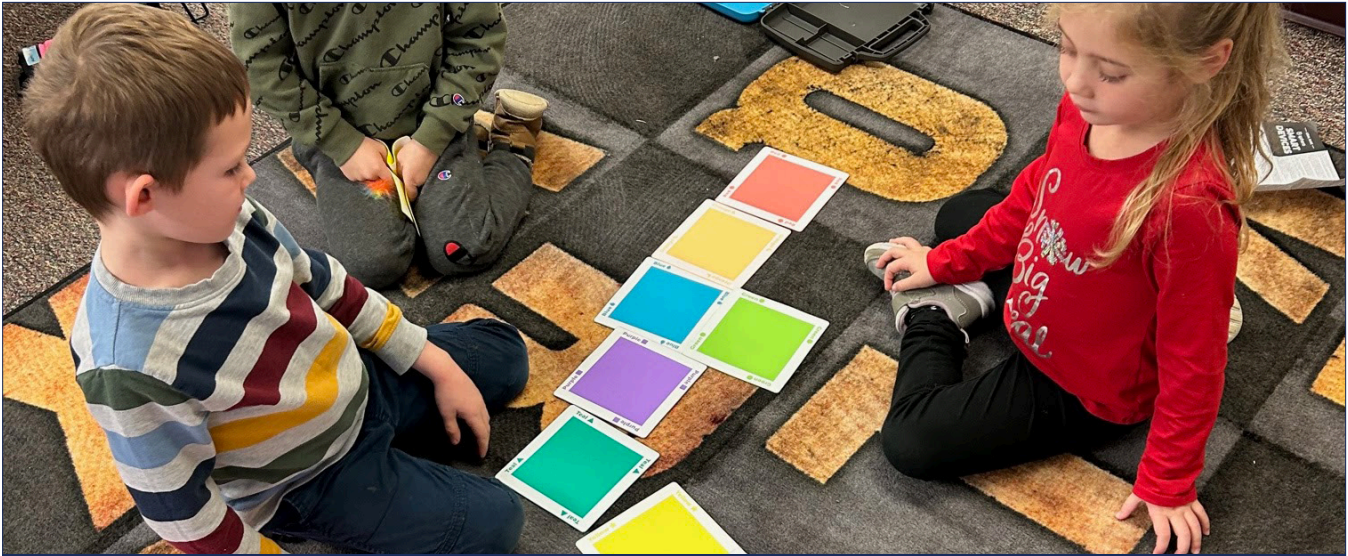
## *Open-Minded Evaluator*

Seeks, considers, and evaluates perspectives, ideas, values, and opinions that are new or different from one's own.



# Areas of Focus





## *Teaching and Learning*

**We believe each and every student deserves access to a rigorous, rich, and relevant curriculum delivered through engaging and inspired instruction.**

### **Curriculum**

- Increase opportunities for science, technology, engineering, and math (STEM).
- Expand and promote career and college readiness opportunities by providing credit-earning opportunities, mentorships, and pathway exposure.
- Expand services for emerging English learners.
- Establish curriculum and instruction maps for each grade and content area to ensure vertical alignment and consistent student learning outcomes across buildings.

### **Instruction**

- Ensure students learn in a student-centered classroom which actively engages students in the learning.
- Utilize differentiated classroom instruction to meet the needs of each learner.
- Solicit student input and integrate the feedback into classroom instruction and building level initiatives.
- Heighten students' understanding of how content knowledge is relevant to their everyday life, future education, and careers.

### **Assessment**

- Implement grading practices that reflect what students know and are able to do.

### **Staff Support**

- Support teachers with the implementation of proactive practices that are sensitive to previous trauma and serve to build community and positive relationships (trauma-informed and restorative practices).
- Increase opportunities for individualized, role-specific professional development for all staff.
- Provide opportunities for staff to develop professionally within a supportive and productive working environment.





## *Systems of Support*

**We believe each student's academic, personal, and social growth is maximized through comprehensive academic and behavioral support systems integrated into learning environments in which every student feels safe, secure, welcomed, respected, and valued.**

### **Academic Supports**

- Consistently implement the tenets of Professional Learning Communities to ensure the academic needs of every student are met.
- Increase opportunities during the school day for students to access interventions and enrichments targeted to their needs (Academic MTSS).
- Implement a sustainable, data-driven, targeted tutoring program.
- Develop and communicate clear and efficient systems and processes for child study teams, Section 504 plans, and for students receiving Special Education services.

### **Behavioral & Cultural Supports**

- Develop and implement a clearly defined, multi-tiered system of behavioral supports for students (Behavioral MTSS).
- Explore community partnerships and evidence-based programs to support student mental health.
- Continue to implement programs that foster relationships between students and trusted adults.
- Expand opportunities that intentionally foster respect and kindness among students.

### **Transition Support**

- Improve programming to support students and families with building-level transitions.
- Enhance programming for welcoming new students and families to the district.





## *Stakeholder Engagement*

**We believe engaged and informed stakeholders including our students, parents, staff, community of taxpayers, and alumni collectively benefit by working in partnership toward common goals.**

### **Communications**

- Adopt and utilize consistent channels of communication throughout the district.
- Establish and follow consistent expectations/guidelines regarding internal and external communications.
- Increase communications to all families about events and opportunities happening throughout the district.
- Engage and inform families and community members about events, accolades, and the value of their investment in SJPS.
- Develop communication plans that engage students and families in curriculum expectations and learning options.
- Utilize the district website to provide transparent and relevant information.

### **Customer Service**

- Promote a supportive and service-oriented culture throughout the district.

### **Branding and Signage**

- Utilize consistent branding and implement signage throughout the district.



## *Facilities and Operations, Finance, and Human Resources*

**We believe the District's mission and vision is best fulfilled by prioritizing responsible financial stewardship through budget, facility, and staffing plans that respect the community's investment.**

**We believe supporting the growth of our team members will allow us to achieve our maximum potential. We are committed to investing in the development of our staff through coaching, feedback, and training, as well as by fostering an environment that encourages personal development and professional growth.**

### **Facilities & Operations**

- Using the facilities assessment as a guide, determine needs and budgets for additions, upgrades, and renovations at all buildings, including school buildings, athletic facilities, food service, and transportation.
- Improve security processes and infrastructure throughout the district (additional cameras, security systems, building access, security film, etc.).
- Install and ensure a secure and reliable technology infrastructure.
- Enhance district instruction by ensuring all learning spaces include state-of-the-art technology and collaborative furniture to improve teaching and learning.
- Leverage opportunities for energy efficiencies (LED lighting, Electric Vehicles).
- Build an early childhood center for preschool, young fives, and before and after school services.
- Create educational programs for preschool-aged learners that are aligned to the district's curriculum.

### **Finance**

- Study and streamline fundraising systems for athletics and extra-curriculars (booster groups, pay to play).
- Continue to approach enrollment (school of choice, building assignment, class sizes) with an intentional, student-centered, data-driven approach.
- Ensure the long-term financial stability of the school district through conservative budgeting practices and long-term financial projections.

### **Human Resources**

- Attract and retain quality staff.
- Improve human resource processes and systems including onboarding and off-boarding staff.



## *Board of Education*

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