



2023-2028

Strategic Plan



**Zeeland
Public Schools**

www.zps.org/strategicplan



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Introduction

The Zeeland Public Schools 2023-2028 Strategic Plan symbolizes a remarkable milestone in our commitment to providing the finest education for our students. With steadfast dedication and immense care, we have worked with students, staff, parents, and the community to craft a plan that underscores our shared vision of nurturing the talents and potential within our schools, ensuring that every student is safe, valued, loved, and learning. Together, we celebrate the promise and limitless opportunities that lie ahead as we embark on this exciting educational journey.


A MESSAGE FROM THE BOARD

It is with great pleasure and a sense of united accomplishment that we share the Zeeland Public Schools 2023–2028 Strategic Plan. For generations, Zeeland Public Schools has provided exemplary PreK–12 education to prepare students for a lifetime of learning. Recognizing the rich legacy of our success, we worked collaboratively to formulate goals aligned with our mission and values. Over the past year, it has been an honor to work alongside students, staff, families, and the community to celebrate our strengths and more clearly define our shared passion for excellence. Thank you to everyone who contributed their valuable perspectives and aspirations for our school district. We are confident that your input was incorporated into every facet of the strategic planning process and has been the cornerstone of our work.

The 2023–2028 Strategic Plan is a confirmation of our mutual commitment to excellence in education. It conveys a comprehensive vision that encourages the hopes and dreams of our students, enables the remarkable dedication of our educators, and reflects the unwavering support of our community. It sets forth relevant goals with clear activities and strategies to ensure that every child in our district receives a high-quality education that instills a passion for lifelong learning.

We recognize the importance of continuous improvement across all areas of the district, including **instruction, student achievement, student support, school culture and climate, staff recruitment and retention, and excellent facilities** in order to prepare our students for a global society.

I want to express my deepest gratitude for your unwavering support, dedication, and enthusiasm throughout the Strategic Planning process. The work has just begun. Together, we will turn these goals into a reality, ensuring that all ZPS students are safe, valued, loved, and learning.



April DeWitt
School Board President



April DeWitt
President



Rick Dernberger
Vice President



Tom DenHerder
Treasurer



Chad Creevy
Secretary



Linda Bush
Trustee



Betsy Kikstra
Trustee



Heidi Geerlings
Trustee



A MESSAGE FROM THE SUPERINTENDENT



The Zeeland Public Schools 2023-2028 Strategic Plan is a true reflection of a collaborative effort involving input from our dedicated students, staff, parents, and community members.

Relationships remain at the center of all that we do at ZPS. Our students thrive when they feel safe, valued, loved, and supported by the entire community. This plan underscores our dedication to fostering strong partnerships between students, parents, educators, and the broader community to ensure every student's success throughout their experience at ZPS and beyond.

This Strategic Plan is a living, dynamic guide that includes clear, measurable metrics to help us track our progress along the way. It ensures accountability and transparency as we work towards our shared goals. Thank you for your partnership and investment as we embark on this journey together.

I encourage all members of our community to explore the details of our Strategic Plan for 2023-2028, which will be available on our website and in printed copies at our school buildings and recreation center.

Thank you for your support of ZPS. With your partnership, we will continue to provide the exceptional education our students deserve, and we will uphold our values of being safe, valued, loved, and learning in all that we do.

With anticipation and optimism,

A handwritten signature in cursive script that reads "Brandi-Lyn Mendham". The ink is dark and the signature is fluid and legible.

Dr. Brandi-Lyn Mendham
Superintendent



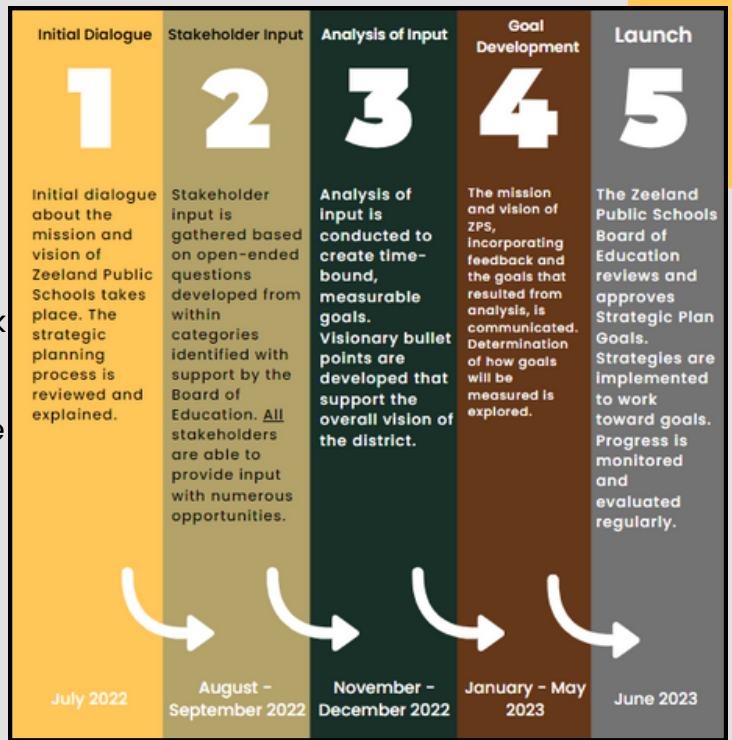
Dr. Brandi-Lyn Mendham
Superintendent



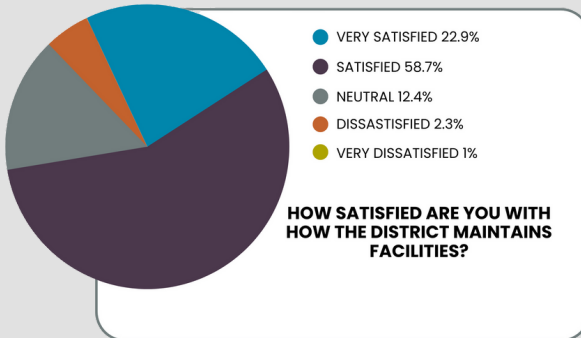
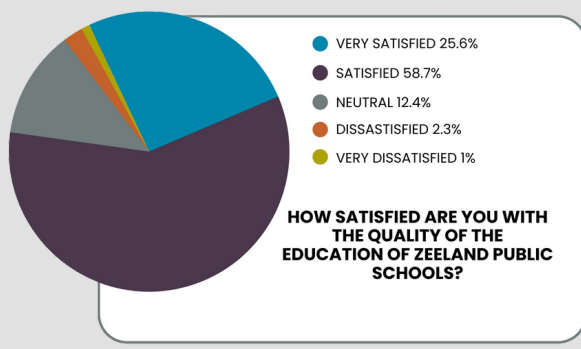
Strategic Planning Process

A Community Effort

At the start of the 2022 school year, Zeeland Public Schools began the Strategic Planning process, led by the Board of Education and Administrative team. Students, staff, parents, and community members were invited to provide input in public gatherings and on surveys. Over 3,000 responses guided the work of the District Improvement team, facilitated by Dr. Randy Liepa of the Michigan Leadership Institute and former Superintendent for Wayne RESA, to create focus areas with specific, measurable, achievable, relevant, and time-bound goals.



Survey Result Highlights



When asked how they respond to the prompt, "I want our schools to be places where ...", respondents wrote:

"I want our schools to be places where our kids leave ready for life and ready to help the community grow and flourish."

"I want our schools to be places where staff and parents are a team working together to raise good humans who are kind, curious, and excited about learning."

"I want our schools to be places where my kids find joy, security, and friendships while getting the best education available."

"I want our schools to be places where children feel safe, cared for, valued, communicated with, and respected, where they are kind to and supportive of one another, where they are learning life skills that are actually applicable to their lives in addition to academic skills. Where parents and teachers collaborate, communicate, and work together to support the success of students."

Mission & Vision



Mission

Partnering with family and community while recognizing the importance of every individual, Zeeland Public Schools ensures that all students are safe, valued, loved, and learning.

Vision

Striving to educate the hearts and minds of all students to reach their fullest potential.





STRATEGIC PLAN

ZEELAND PUBLIC SCHOOLS



PROVIDE HIGH-QUALITY INSTRUCTION, STRIVING TO ENSURE EXEMPLARY PROGRAM OPTIONS.



INSTRUCTION

INCREASE ACHIEVEMENT BY SUPPORTING STUDENTS TO REACH THEIR FULLEST POTENTIAL



ACHIEVEMENT

PROVIDE HIGH LEVELS OF SUPPORT FOR AT-RISK LEARNERS



SUPPORT

FOSTER A SAFE AND INCLUSIVE SCHOOL CLIMATE AND CULTURE FOR ALL



SCHOOL CULTURE & CLIMATE

RECRUIT AND RETAIN HIGH-QUALITY TALENT



STAFF RECRUITMENT & RETAINMENT

MAINTAIN EXCEPTIONAL FACILITIES AND ENSURE RESPONSIBLE STEWARDSHIP OF ASSETS



FACILITIES

MISSION

Partnering with family and community while recognizing the importance of every individual, Zeeland Public Schools ensures that all students are safe, valued, loved, and learning.

VISION

Striving to educate the hearts and minds of all students to reach their fullest potential.



Focus Area **1**

Instruction



PROVIDE HIGH-QUALITY INSTRUCTION, STRIVING TO ENSURE EXEMPLARY PROGRAM OPTIONS

Goal:

Through a comprehensive review, we will examine and ensure exemplary, specialized program options, such as Spanish Immersion, Gifted and Talented, and Project-Based Learning for all students.

Activities:

- We will establish a task force to inventory current specialty programming. (1a)
- We will develop a long-term action plan and vision for high-quality instructional specialty programming. (1b)
- We will provide professional learning around specialty program exemplars. (1c)
- We will develop a protocol to determine specialty program effectiveness. (1d)
- We will develop a comprehensive data review around specialty program effectiveness. (1e)

INSTRUCTION



Focus Area **2**

Achievement



INCREASE ACHIEVEMENT BY SUPPORTING STUDENTS TO REACH THEIR FULLEST POTENTIAL

Goal:

Implement Professional Learning Communities with fidelity at all levels across PreK-12 in order to meet or exceed the student growth, achievement, and behavior measures as established by the district improvement team while increasing career readiness skills for students.

Activities:

- We will establish Guiding Coalitions to support the work around Professional Learning Communities at the building level. (2a)
- We will ensure consistency in instruction, assessment, intervention, and extension among grades and across the district. (2b)
- We will expand the district improvement team to include representation at all levels around Math, English Language Arts, and student well-being. (2c)
- We will develop a comprehensive career awareness plan for PreK-12 students. (2d)
- We will develop strategic partnerships with local business partners around student achievement and career awareness. (2e)

ACHIEVEMENT



Focus Area **3**

Support



PROVIDE HIGH LEVELS OF SUPPORT FOR AT-RISK LEARNERS

Goal:

Define and begin implementing 1 to 3 evidenced-based interventions to support student growth in each of the following areas: Math, English Language Arts, and student well-being by creating and implementing a PreK-12 intervention guide.

Activities:

- We will examine and define district-wide benchmark screeners that provide timely and efficient skill-level data. (3a)
- We will establish a task force to inventory current interventions, their effectiveness, and their return on investment. (3b)
- We will provide training, coaching, and feedback to staff for all district-determined, research-based interventions. (3c)
- We will create a staffing model to support the intervention needs of students. (3d)
- We will derive targeted interventions on essential standards and common assessment practices. (3e)

SUPPORT





Focus Area **4**

School Culture & Climate

FOSTER A SAFE AND INCLUSIVE SCHOOL CLIMATE AND CULTURE FOR ALL

Goal:

Establish baseline data, develop goals, and implement strategies that foster a safe and inclusive school climate through the administration of a climate and culture survey, with a comprehensive annual report reflective of yearly survey results to determine efficacy.

Activities:

- We will establish a district task force to study the culture and climate of our system to determine specific needs. (4a)
- We will partner with our local ISD to streamline, systematize, and support the implementation of Multi-tiered systems of support for behavior. (4b)
- We will develop a resource list to link trusted adults to tools and experts necessary to support student well-being. (4c)
- We will provide staff training on positive behavior interventions and supports, trauma-informed and culturally responsive instruction, and restorative practices. (4d)
- We will develop a Student Advisory Council to the Superintendent to share feedback from the student perspective. (4e)
- We will develop a long-term action plan and vision for excellence in athletics, extracurriculars, co-curriculars, and clubs in order to increase student participation.(4f)

**SCHOOL
CULTURE &
CLIMATE**





Focus Area **5**

Staff Recruitment and Retainment

RECRUIT AND RETAIN HIGH-QUALITY TALENT

Goal:

Broaden staff recruitment efforts to more closely reflect our student demographics, and outline an innovative, comprehensive teacher training program with ongoing support by collecting data in years 1, 3, and 5 for comparative analysis.

Activities:

- We will differentiate new teacher training and strategically bolster a mentoring program. (5a)
- We will revise the new teacher handbook to increase accessibility and relevance. (5b)
- We will identify additional opportunities to recruit professionals from a wide range of backgrounds. (5c)
- We will develop and implement a recruitment strategy. (5d)
- We will explore and implement best practices for teacher retention. (5e)
- We will strategize ways to recruit, develop, and retain support staff. (5f)

**STAFF
RECRUITMENT
& RETAINMENT**



Focus Area **6**

Facilities



MAINTAIN EXCEPTIONAL FACILITIES AND ENSURE RESPONSIBLE STEWARDSHIP OF ASSETS

Goal:

Utilize building assessments and stakeholder feedback to refine a facilities plan that enhances safety, instructional spaces, extracurricular programming, and community use prior to the next community bond request.

Activities:

- We will utilize a safety assessment to develop a safety and security plan that addresses the highest needs across the district. (6a)
- We will develop a multi-modal communication framework that keeps building leaders, staff, and community up to date on district facility needs. (6b)
- We will collect community stakeholder feedback to provide input that informs bond requests. (6c)
- We will form a representative task force that utilizes the building needs assessments and stakeholder feedback to develop bond requests. (6d)
- We will strategically leverage multiple streams of funds available to ZPS to meet identified needs across the district. (6e)


FACILITIES



Contact Us

Zeeland Public Schools 2023–2028 Strategic Plan will serve as a guidepost to preserve the priorities, monitor progress, and celebrate the achievements of the school district. Progress on goals and information on current activities are available on our website at www.zps.org/strategicplan. Additionally, regular updates will take place at the regular Board of Education meeting. Meetings are posted online and can be found on the district website: www.zps.org. For all other questions, contact the Director of Communications and Marketing at bnavetta@zps.org.

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**ZEELAND
PUBLIC
SCHOOLS**

LEARNING FOR LIFE!