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Dexter Consolidated  
School District  
Strategic Plan 2013  
to 2018 and  
Planning Process

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# **DEXTER CONSOLIDATED SCHOOL DISTRICT STRATEGIC PLAN 2013** **TO 2018 AND PLANNING PROCESS**

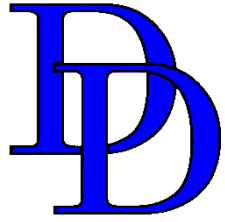
Dexter hired an external consultant to assist with the development of the district's five year strategic plan. As a precursor to the development of the district's strategic plan, the leadership team went through a SWOT analysis process to identify strengths, weaknesses, opportunities, and threats. Another component that was used in the process was that the district held a community needs assessment and invited community members to participate in the process. The information that was collected in the needs assessment was then used to develop the district vision, mission, core values, and strategic issues (goals) that compose the district's strategic plan.

The key components of the strategic plan included the affirmation of the district's vision, mission, core values, and strategic issues.

- **Vision:** Outlines what the district wants to be, or how it wants the world in which it operates to be (an idealized view of the world). It is a long-term view and concentrates on the future. It can be a source of inspiration and motivation for the district and community.
- **Mission:** Defines the fundamental purpose of the district, succinctly describing why it exists and what it does to achieve its vision.
- **Values:** Beliefs that are shared among the stakeholders of the district. Values drive the district's culture and priorities by providing a framework in which decisions are made.
- **Strategy:** A strategy is the logical approach that will be employed by the strategic plan to help achieve the plan's goals. The most important part of implementing the strategy is ensuring the district is following a road map which will lead it in the right direction to accomplish the district's vision.

It was felt that for the district's vision and mission to be effective, they must become assimilated into the district's culture. They should be assessed internally and externally. The internal assessment should focus on how members inside the organization interpret the vision and mission statement. The external assessment, which includes all of the stakeholders, is an extremely valuable tool since it offers a different perspective of the vision and mission statement for the leadership team. These discrepancies between these two assessments can provide insight into their effectiveness.

The Dexter Strategic plan is a very important District activity. Strategic planning and decision processes have been developed and will serve as a means to accomplish the defined objectives and serve as a roadmap of how to achieve them. The plan can be used by the Board of Education, administration, staff, and community to increase specificity in the district's operations. The plan was developed in a way that is easily translatable into specific action plans for the district. It is recommended that each of the school sites take time to develop site specific plans that support the district goals, objectives, and strategic plan. As with any strategic plan it should be a living document that will need revisions to keep being relevant.

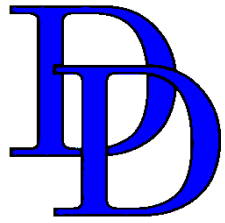


*DEXTER CONSOLIDATED SCHOOL DISTRICT*

# DEXTER CONSOLIDATED SCHOOL DISTRICT

## Strategic Plan

2013 to 2018



*DEXTER CONSOLIDATED SCHOOL DISTRICT*

## **Vision**

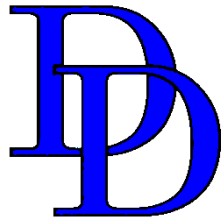
Student Excellence

## **Mission**

Dexter Consolidated Schools is dedicated to graduating each student with an educational foundation for success as a responsible, ethical contributor to society.

## **Values**

- High Expectations for all
- Excellence in teaching and relevant learning
- Meaningful and collaborative relationships
- Respect for individual differences



**DEXTER CONSOLIDATED SCHOOL DISTRICT**

1. Strategic Issue of Academic Excellence

**Achievement of all students through proficiency based learning environments that successfully balance content, instruction, and relationships.**

Rationale for the Issue

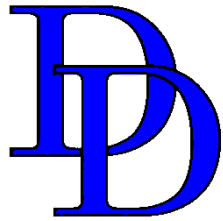
**Develop responsible, ethical contributors to society.**

SMART Goals to Address the Strategic Issue	Strategies to Accomplish Goal	Evaluation	Completion Date	Responsible
01. Develop human resource strategies to attract and retain the most talented teachers capable of meeting the needs of our learners	A. Create a district wide program to assist with tuition and certification exam reimbursement.	A1. Successful completion A2. Increase in Training & Experience (T&E)	A1. June 30, 2014	A1. Lesa
	B. Explore educational entities for teacher recruitment i.e. Teach for America, job fair, Troops to Teachers, scholarship for educational majors, etc.	B1. Increase applicant pool B2. Increase in scholarship funds	B1. June 30, 2014	B1. Lesa

<b>Budget for Smart Goal</b>	Personnel in hours: A. 30 hrs B. 40 hr/position	Expense in dollars: A. \$10,000 B. \$6,000	Contingency: \$ 5,000 (legal fees, etc.)	
02. Develop and implement a complete array of Dexter Learning Expectations that meet or exceed state standards and identify what students are expected to know and be able to do.	A. Professional development B. Continuation of cross functional teams (CFT) C. Alignment of course work to college and career readiness D. Pre K-12 vertical and horizontal curriculum alignment	A1. PD logs and sign in sheets A2. Classroom walk through B1. CFT Report outs C1. Student Profile/Next Step Plan D1. District Report Card	A1. June 30, 2014	A1. Lesa
<b>Budget for Smart Goal</b>	Personnel in hours: Hrs.: 50+ hr/staff	Expense in dollars: \$ 75,000	Contingency: \$ 5,000	
<b>Budget for Strategic Issue of Academic Excellence</b>	Personnel in hours: Smart Goal 01: A. 30 hrs B. 40 hr/position  Smart Goal 02: A to D. 50+ hr/staff	Expense in dollars: \$ 81,000	Contingency: \$ 10,000	

Q1 Deliverables	Q2 Deliverables	Q3 Deliverables	Q4 Deliverables
Monthly reports to the Board	Monthly reports to the Board	Monthly reports to the Board Community Meeting (Jan/Feb)	Monthly reports to the Board Community Meeting (June)

Members of the Goal Team: Chairperson: Superintendent--Lesla Dodd, Members: High School Principal—Porter Cutrell, Middle School Principal--Chanda Crandall, Elementary School Principal--Kathleen Gallaway, K-12 Programs and Technology Director—Mary Leininger, Special Education Director—Teresa Carmack, Chief Financial Officer—Jeannie Harris, High School Academic Coach—TBA, Middle School Academic Coach—Rissie Daubert, Elementary School Academic Coach—Sally Knight



**DEXTER CONSOLIDATED SCHOOL DISTRICT**

2. Strategic Issue of Technology

**Achievement of all students through technologically based learning environments.**

Rationale for the Issue

**Develop technologically responsible, ethical contributors to society.**

SMART Goals to Address the Strategic Issue	Strategies to Accomplish Goal	Evaluation	Completion Date	Responsible
01. Ensure adequate access to technology for curriculum and assessment	A. Solidify infrastructure B. Professional Development for teachers	A1. Classroom walk throughs	A1. June 30, 2014	A1. Mary
<b>Budget for Strategic Issue of Technology</b>	Personnel in hours: 1500 Hrs	Expense in dollars: \$100,000	Contingency: \$50,000	

Q1 Deliverables	Q2 Deliverables	Q3 Deliverables	Q4 Deliverables
Monthly reports to the Board	Monthly reports to the Board	Monthly reports to the Board Community Meeting (Jan/Feb)	Monthly reports to the Board Community Meeting (June)

Members of the Goal Team: Chairperson: K-12 Programs and Technology Director—Mary Leininger, Members: Superintendent--Lesa Dodd, High School Principal—Porter Cutrell, Middle School Principal--Chanda Crandall, Elementary School Principal--Kathleen Gallaway, Special Education Director—Teresa Carmack, Chief Financial Officer—Jeannie Harris



**DEXTER CONSOLIDATED SCHOOL DISTRICT**

**3. Strategic Issue of  
Community Partnerships**

**Achievement of all students by enhancing college and career readiness learning that strengthens community partnerships.**

**Rationale for the Issue**

**Develop responsible, ethical contributors to society.**

SMART Goals to Address the Strategic Issue	Strategies to Accomplish Goal	Evaluation	Completion Date	Responsible
01. Increase parent and community partnerships	A. Improve district website to include community bulletin board B. Improve community partnerships for programs of study (POS) C. Broaden community outreach efforts	A1. Increase of 10% 'hits' on district website B1. Advisory Groups agenda and minutes C1. Increased participation in Quality of Ed Survey	A1. June 30, 2014	A1. Leadership Chair person
<b>Budget for Strategic Issue of Community Partnerships</b>	Personnel in hours: 1 hr/week/administrator	Expense in dollars: \$10,000	Contingency: \$2,000	

Q1 Deliverables	Q2 Deliverables	Q3 Deliverables	Q4 Deliverables
Monthly reports to the Board	Monthly reports to the Board	Monthly reports to the Board Community Meeting (Jan/Feb)	Monthly reports to the Board Community Meeting (June)

Members of the Goal Team: Chairperson: Leader of District Leadership Team--TBA, Members: Superintendent—Lesa Dodd, High School Principal—Porter Cutrell, Middle School Principal--Chanda Crandall, Elementary School Principal--Kathleen Gallaway, K-12 Programs and Technology Director—Mary Leininger, Special Education Director—Teresa Carmack, Chief Financial Officer—Jeannie Harris





**DEXTER CONSOLIDATED SCHOOL DISTRICT**

**4. Strategic Issue of Engagement**

**Engagement of all stakeholders to promote student excellence.**

**Rationale for the Issue**

**Develop responsible, ethical contributors to society.**

SMART Goals to Address the Strategic Issue	Strategies to Accomplish Goal	Evaluation	Completion Date	Responsible
01. Building Dexter Pride	A. Diversification of student and staff recognition B. Marketing of Dexter resources C. Building a network of Dexter supporters internal and external	A1.-C1. Increase student and staff attendance A1.-C1. Increase students, staff, and community attendance at Dexter events	A1. June 30, 2014	A1. Lesa A2. Chanda
<b>Budget for Strategic Issue of Engagement</b>	Personnel in hours: 10 hr/week/building	Expense in dollars: \$1,000	Contingency: \$500	

Q1 Deliverables	Q2 Deliverables	Q3 Deliverables	Q4 Deliverables
Monthly reports to the Board	Monthly reports to the Board	Monthly reports to the Board Community Meeting (Jan/Feb)	Monthly reports to the Board Community Meeting (June)

Members of the Goal Team: Chairperson: Superintendent--Lesla Dodd, Members: High School Principal—Porter Cutrell, Middle School Principal--Chanda Crandall, Elementary School Principal--Kathleen Gallaway, K-12 Programs and Technology Director—Mary Leining, Special Education Director—Teresa Carmack, Chief Financial Officer—Jeannie Harris