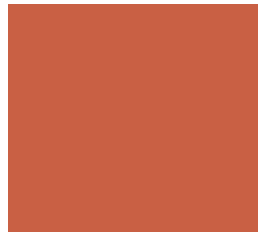
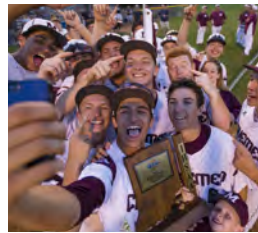


2015 – 2016

A Transforming Year



College
Career
Citizen
Ready



Commitment

Message from the Board of School Trustees and Superintendent

We are committed to...

1. *TRANSFORMING* education so that all children in the School City of Mishawaka (SCM) experience great learning.
2. Creating a *CULTURE* of excellence for the students we serve and SCM's employees.
3. Operating SCM in an open and transparent manner that generates *TRUST* from all employees, valued partners and the community.
4. Developing a *MISHAWAKA HIGH SCHOOL* graduate who exhibits workforce soft skills and has the capacity to learn hard skills required by individual employers.
5. Adding *VALUE* to the mission of our valued partners.
6. *REDUCING* operating *EXPENSES* and creating *NEW REVENUE* sources.
7. Moving SCM from *GOOD TO GREAT!*



Community

Community Collaborating Committee

"Our goal is to promote ideas and efforts to create the highest quality, sustainable, learning culture and environment for students and teachers in Mishawaka's Schools while creating a culture of trust in the Mishawaka Community."

The Community Collaborating Committee (CCC) flowed from the 2014 SCM Summer Study Group. The CCC, which is a self-directed citizen committee made up of key Mishawaka community leaders, has eleven members and is led by Richard Currey and Marcia Wells. Their purpose is to strengthen and support SCM's ongoing efforts to improve its practices related to teaching, learning, funding, and infrastructure improvements.

With the belief that more inclusive input and sharing of thoughts and ideas would lead to solutions, the CCC made great efforts to reach into the community. As a result, more voices were heard, more questions were asked, and more people became engaged. They conducted a series of 26 Town Hall Meetings with the purpose of gaining feedback from parents, the public, and interested citizens on the course that SCM should take to best meet our children's and community's needs. The Committee searched for ideas on what SCM needs to do to go from "good to great" in a consistent and sustainable manner.

After countless hours of research, meetings, and community feedback, the CCC made a total of 15 recommendations to the SCM School Board of Trustees. These recommendations provide direction for SCM in order to achieve the vision of Building an Organizational Culture of Excellence.

The last official meeting of the CCC occurred in 2015, but many of the members continue their service to SCM by participating in the various work groups that were established to carry out the recommendations.



Co-Chairs

Richard Currey Marcia Wells

Members

Ron Barker Matt Carroll
Julia DeKeizer Chuck Lehman
Becky Miller Rob Perkins
Gerry Schrader Barry Wertz
Anne Wiesjahn

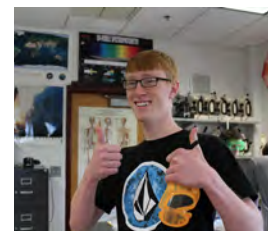
Casting

August 2015 – Casting a Vision for SCM

Every effective and successful organization has a vision for its future. Vision is a picture of the future that creates passion. The Superintendent, based on the work of the Community Collaborating Committee and his assessment of SCM's needs, created a Vision Plan to Achieve Excellence. The Board of School Trustees reviewed the plan at five regular Board meetings in the summer/fall of 2015. They accepted the Vision Plan on October 13, 2015. The plan is used as one measure of the Superintendent's performance and for determining Superintendent incentive compensation. The five categories that are the Vision Plan are listed below.

Building an Organizational Culture of Excellence that...

1. Places a high value on human resources.
2. Maximizes and uses financial resources and organizational assets effectively and with integrity.
3. Uses best practices and innovation to create unique educational programs and opportunities for students, teacher, and the community.
4. Values communication, community engagement, and is attractive to clients.
5. Provides a 5-star service experience to all clients.



Developing

June 2016 – Developing the Vision for SCM

Combining recommendations from the Community Collaborating Committee and the Casting the Vision for SCM presentation, the following 24 Vision Initiative Work Groups have been formed. Progress of work groups is listed below.

1. Technology Task Force

Team Leader: Dr. Theodore Stevens

Technology Plan approved by School Board on April 26, 2016.

2. Elementary Alternative Education Program

Team Leader: Barbara Michalos

Program approved for the 2016–2017 school year by the School Board on May 10, 2016.

3. Assess Student Needs and Investigate Best Practices and Innovative Approaches to Middle School Educational Programs (JYMS Redesign)

Team Leaders: Mike Pettibone, Mike Fisher, Dr. Jim Welling
Effective January 13, 2016, work group was placed on hold while the John Young Exploratory Team completes their work.

4. John Young Exploratory Team

Team Leaders: Dr. Jim Welling, Mike Pettibone, Mike Fisher
A report with plans for the 2016–2017 school year was presented to the School Board on May 10, 2016.

5. Marketing Plan Strategy for 2016-2017 to Attract and Retain Students

Team Leader: Jennifer Smith

The School Board approved the marketing strategy on March 8, 2016. Deadline for out-of-district students is June 15, 2016.

6. Communications Strategy and Marketing Plan for SCM

Team Leader: Dr. A. Dean Speicher

7. Assess and Redesign Administrative Team Structure

Team Leader: Dr. A. Dean Speicher

8. Create Professional Development Program

Team Leader: Dr. Jim Welling

Program goals were presented and approved by the School Board on May 10, 2016.

9. Provide Competitive Wages to Attract and Retain the Most Effective and Talented Employees

Team Leaders: Dr. A. Dean Speicher, Dr. Bruce Stahly, Human Resources, Negotiation Teams

10. Health and Property and Casualty Insurance Analysis

Team Leader: Dr. Bruce Stahly

Savings of approximately \$150,000 recommended to School Board on February 23, 2016

11. Legislative Remedy Strategy

Team Leader: Mike Wojtysiak

12. SCM Parameters on Naming Rights, Corporation Sponsorships, and Benefactor Gifts

Team Leader: Dave Risner

School Board approved Policy No. 7250.1 Naming Rights, Sponsorships, and Donor Gifts on January 12, 2016.

• Administrative Guidelines for Policy No. 7250.1 Naming Rights, Sponsorships, and Donor Gifts

Team Leader: Bill Welling

13. Community Opinion Survey

Team Leader: Matt Lentsch

Executive Summary Report presented to School Board on April 26, 2016.

14. High Priority Facility Needs

Team Leaders: Dr. A. Dean Speicher and Dr. Bruce Stahly

- *SCM Building Capacity and Utilization Study was presented and accepted by the School Board on April 26, 2016.*
- *Report on Capital Needs as assessed by Schmidt Associates, Inc. and prioritized by the SCM High Priority Facility Work Group presented and accepted by the School Board on May 24, 2016.*

15. Leader Internship

Team Leader: Dan Towner

The School Board has taken the report under advisement on February 23, 2016 for action at a future Board meeting.

16. Summer School Program

Team Leaders: Barbara Michalos and Eileen Kalman

School Board approved start of programs for the summer of 2016 at the March 22, 2016 Board meeting.

17. SCM Safety and Security (Threat) Assessment

Team Leaders: Dr. Theodore Stevens and Lt. Tim Williams

Threat Assessment findings were taken under advisement by the School Board on April 12, 2016.

18. Create and Execute an Instructional Alignment Process

Team Leader: Dr. Theodore Stevens

19. Develop a Teacher Leadership Plan to Support the Instructional Alignment Process

Team Leader: Bill Welling

20. Create and Execute a 5-Star Customer Service Experience/Plan

Team Leader: Bill Welling and Support Staff Council

First Professional Development on June 16, 2016.

21. Corporate-Wide Wireless Installation – E-Rate, SCM, MEF

Team Leaders: Dr. Theodore Stevens and Chris Mabie

Project is on schedule and set to be finished August 15, 2016.

22. Review and Update Corporate Mission, Vision, Core Values, and Goals

Team Leader: TBD

23. SCM Behavior Support

Team Leader: Eileen Kalman

24. Kindergarten Lab Class at Bethel College

Team Leader: Dr. Bruce Stahly

School Board approved partnership with Bethel College and class to begin in the 2016–2017 school year on April 26, 2016.

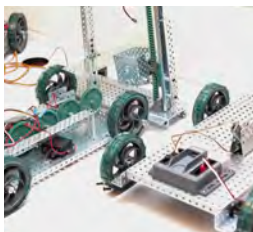
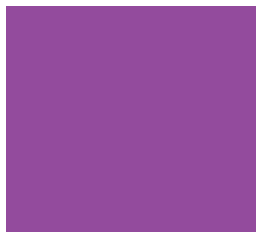
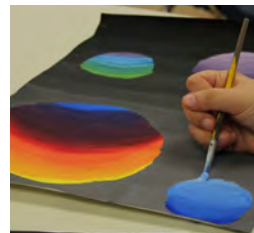
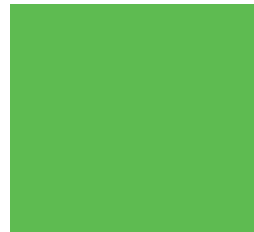


Success

Moving the Vision into the Future for SCM

Moving forward! Moving the vision forward for SCM includes:

- Strong community support to pass the two referendum questions on November 8, 2016. Question one is for an Operating Levy of \$1.8 million per year for seven years (2017-2023). The funds from this referendum will be used to purchase new technology hardware and software for students and staff and to expand educational program opportunities for students. The increase of funds will also be used annually to adjust student class sizes and provide employee compensation increases. The second question will address SCM's proposed Capital Improvements of \$13 million in three categories: 1.) Safety and Security, 2.) Core Infrastructure Needs, and 3.) Air Quality.
- A strong public school system is essential to a thriving community. A strong SCM will positively affect property values and will attract families and businesses to Mishawaka.
- Continuing a high level of community engagement and partnership development.
- In partnership with the Mishawaka Education Foundation announcing several naming rights, corporate sponsorships, and donor gifts to benefit SCM students, staff, and the community.
- Working legislatively to seek solutions for SCM's low assessed valuation which negatively impact the amount of funds raised for the capital projects fund.
- Creating a Professional Development Plan for SCM staff.
- Creating and executing an Instructional Alignment Process.
- Developing a Teacher Leadership Plan to support the Instructional Alignment Process.
- Creating a portrait of what knowledge, skills, and dispositions a future Mishawaka High School graduate will need to be successful.
- Creating multiple, research-based metrics to assess Mishawaka High School students capacity to be *COLLEGE READY, CAREER READY, AND CITIZENSHIP READY.*



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