Continuous Improvement Plan
Dear Reader:

We have created a Continuous Improvement Plan for Dickinson-Iron Intermediate School District (DIISD) for the 2018-2021 school years. We have included many different voices to help us provide a comprehensive approach to our goals.

We want to make this a living document that helps guide us to our purpose of providing and improving learning within our community. We believe that the commitment to continuous improvement is imperative in order to enable students to become confident, self-directed, lifelong learners.

Our Board of Education consists of seven members who are nominated by our constituent local school boards. Currently we have three board members from Iron County and four board members from Dickinson County. Our board meetings are normally held at the DIISD administrative office on the second Wednesday of the month starting at 6:00 p.m. Our board meetings, members, and terms are listed on the DIISD website under quick links – Board of Education.

Our Mission Statement:

We will work cooperatively with all partners; schools, families and communities, to provide quality services which will allow all children to have a meaningful education experience to achieve their maximum potential.

Comments and questions are welcome. Please contact Wendy L. Warmuth, Superintendent. You may email at wwarmuth@diisd.org or call 906.776.8118.

Sincerely,

Wendy L. Warmuth
Superintendent
Dickinson-Iron ISD
Continuous Improvement Plan
2018-2021

Dickinson-Iron ISD: Your Partner in Education.

BELIEFS

We believe:

- It’s about service.
- Students form the lens through which our best educational decisions are made.
- All students can and will learn.
- Collaboration builds understanding.
- Education is a shared responsibility.
- Our success depends upon our employees.
- Change is opportunity.
- Lifelong learning is a key to lifelong success.
- Effective relationships are powerful.
- Differences expand our thinking.
- Visionary leadership creates a dynamic environment.
- We must develop leaders for tomorrow.
- Ethical behavior is everyone’s responsibility.
- Family/Parent Engagement is critical and promotes student success.
**Dickinson-Iron ISD Beliefs**

Service, partnership, leadership, expertise, and excellence form the foundation of Dickinson-Iron ISD. We assist schools in identifying and implementing strategies designed to reach every single student, and we are dedicated to providing the full array of supports that will help every child reach his or her full potential. Continuous learning drives our efforts to support local districts and the community while fostering a global perspective. Organizational strength and effectiveness come from inclusion, advocacy, innovation, and leadership. We share responsibility for leading our educational community.

*We believe* our first responsibility is to the educators of Dickinson and Iron Counties, their students and families. We believe that all students can learn, and will, given the right resources and time. We are focused on supporting high levels of student achievement, maximizing resources and meeting compliance obligations. Every child can learn. We help schools ensure that they do.

*We believe* our employees are our greatest asset. We work together to achieve our goal of providing meaningful education opportunities to our students and families. We support ongoing learning by providing necessary tools and resources. We deliver high quality services as we advocate for every child. We believe it's important to embrace change and work to improve our strengths. We strive to communicate effectively with our staff, students, families, and partners thus building and maintaining trusting relationships. It is because of our talented staff that we can meet our goals.

*We collaborate* with our local districts, businesses, and our community to ensure long-range cost containment measures, effective and efficient services, and meaningful consolidated efforts. These collaborations strengthen teaching and learning and increase opportunities for our students.

For all those with whom we work and whom we serve, we pledge to partner in practices that honor collaboration, responsible stewardship of public resources, transparent business practices, and ethical behavior.
Organizational Goals, Objectives and Measures

STRATEGIC DIRECTION 1: MAXIMIZE LEARNING

As partners, DIISD and the school districts of DIISD work together to maximize student achievement, instill lifelong learning, develop responsible citizens, and equip students to participate in the global workforce. To do so, DIISD and its partners research best practices, build capacity through professional development, support leadership development, and provide services and resources to meet the needs of school districts and individual students. We hold ourselves accountable to high standards for student learning and, where needed, provide interventions to move that learning forward.

Goal 1.1
*Raise DIISD students’ participation and achievement in Pre-school-12 and postsecondary education by meeting the needs of students with diverse backgrounds and educational goals.*

**Metrics**

The percent of students who meet standards on Pre-School through 12th grade standardized tests that are used countywide (for example, MEAP, MME, ACT, CFE Certification exams, etc.) will improve.

Four, five and six year high school graduation rates will improve.

The percent of exiting students planning to enter postsecondary education or training will increase.

The percent of students who have completed postsecondary education or training five years after high school graduation will increase.

Goal 1.2
*Improve the positive, constructive conditions for learning that support diverse students with varying learning styles and cultural backgrounds in all buildings and classrooms in DIISD.*

**Metrics**

The percent of schools that report they have implemented the Michigan School Accreditation and Accountability System (MI-SAAS) performance indicators for positive school culture and climate for learning will increase.

The percent of students who report that positive, constructive conditions for learning exist in their classrooms will improve.

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**Objective 1.1.1:** Students will improve their ability to analyze information, engage in critical thinking and demonstrate transference of learning.

**Objective 1.1.2:** Students will be prepared with the knowledge, skills and dispositions necessary to successfully complete postsecondary education or training programs.

**Objective 1.2.1:** Increase participation in DIISD programs to improve conditions of learning for all students in local districts and the DIISD Technical Campuses.
STRATEGIC DIRECTION 2: INCREASE COLLABORATIVE OPPORTUNITIES
DIISD works with all levels of government, business, community groups, and education agencies to form partnerships and collaborations that increase opportunities for DIISD students. DIISD, its constituent school districts, and its partner organizations are committed to finding ways to maximize existing school funding and operate at peak efficiency. DIISD uses its own resources and infrastructure to regionally deliver instructional, technical, business, and student services and programs that allow the ISD to pass along significant savings to local districts that can then be used where most needed to improve district operations and student achievement.

Goal 2.1
*Expand the technological, educational, and resource infrastructure available for anywhere, anytime teaching, learning, collaboration, and communication.*

**Metrics**
The technical infrastructure availability will be maintained at 99.9% and available to all districts, teachers, students, and staff. District participation in the use of OS hosted resources will increase. County-wide participation in hosted services will increase cost savings for LEAs.

Goal 2.2
*Increase opportunities to standardize, centralize or regionalize district operations and instructional services that result in resource efficiencies and overall cost savings.*

**Metrics**
How many districts, offices, or staff engaged in standardization, centralization, and/or regionalization? Dollars saved through standardization, centralization, and/or regionalization. There will be an increase in the number of education/business/agency/community partnership projects (including grants) that produce improved outcomes for participants.

**Objective 2.1.1:** DIISD will increase online professional development offerings, web conferencing utilization, and online access to operational and instructional services and materials resulting in increased efficiencies in resource time and costs.

**Objective 2.2.1:** DIISD will facilitate the increased collaboration by providing expertise and resources to assist districts with decisions that will result in service and instructional delivery efficiencies.

**Objective 2.2.2:** DIISD will create partnerships with government, business, community organizations, higher education and others to share resources, meet student needs and create efficiencies.
Organizational Goals, Objectives and Measures

STRATEGIC DIRECTION 3: BUILD THE CAPACITY FOR CONTINUOUS IMPROVEMENT

DIISD is committed to raising the academic bar and closing the learning achievement gap across DIISD’s local school districts. To fulfill that commitment, the intermediate school district customizes and provides instructional tools, supports and services for each district that maximize district resources. DIISD works with local school districts to build capacity for sustained success in moving student achievement forward.

Goal 3.1
Increase the skills, knowledge and attitudes within districts and schools that improve their capacity to operate more efficiently and effectively.

Metrics
Increase the percent of schools with improvement plans that meet state requirements.
Increase direct support to schools and districts for sustained success.
Increase percent of people that participate in DIISD sponsored professional development or consultation.

Objective 3.1.1: Increase access to and use of data and problem-solving to develop, monitor and use improvement plans.

Objective 3.1.2: Increase the use of technology for instruction.

Objective 3.1.3: Support policies, regulations and rules which promote innovation and effective results.
Objective 4.1.1: Provide support for closing the achievement gap in all constituent districts.

Objective 4.2.1: Reduce the extent to which location, economics, per-pupil funding, demographic, human, fiscal, and academic resources impact access to quality instruction.

Objective 4.2.2: Increase access to and appropriate use of data that inform delivery of service.

STRATEGIC DIRECTION 4: CLOSE GAPS AND REDUCE INEQUITIES

Each district can access Intermediate School District resources that meet its unique needs as it strives to provide every student with an equitable opportunity for quality instruction, closing gaps in student learning. Factors such as location, per-pupil funding, demographics, human, fiscal and academic resources and infrastructure should not be deterrents to effective district operations and student success.

Goal 4.1
*Close the gaps between groups of students in achieving state learning standards.*

Metrics
There will be a decrease in the difference between the percent of students eligible for free or reduced price lunch, English Language Learners and special education students who meet state learning standards as measured by statewide assessments and the percent of all students who meet state standards.

Goal 4.2
*Improve allocation of human and financial resources in ways that meet the instructional needs of individual schools, districts and service areas.*

Metrics
The distribution of instructional resources will be based on data reflecting the unique needs of schools and districts.
Organizational Goals, Objectives and Measures

STRATEGIC DIRECTION 5:
ADVOCATE FOR PUBLIC EDUCATION

To preserve and advance its quality of life, America needs all children educated to their fullest potential so that they can think critically and contribute purposefully to their local, national, and global communities. As an advocate for this moral purpose, DIISD holds itself accountable to high standards for student learning and works to inform and influence public policy and public opinion about issues that impact our ability to educate all children. We carry out our advocacy role by working directly with local, county, state, and federal governments and by forming alliances with other education agencies and associations.

Goal 5.1
Increase DIISD citizens’ support of public education.

Metrics
Increase the number of positive responses to survey questions about the quality, relevance, and effectiveness of public education in DIISD.

Goal 5.2:
Achieve public policy and legislation which improves the adequacy, equity, predictability, and stability of public education funding in Michigan at all levels.

Metric
Trend data on school funding will indicate progress toward adequate, equitable, and stable funding for public education.

Goal 5.3
Expand alliances with federal representatives, the Michigan Legislature, Michigan Department of Education, and other organizations and state agencies that result in legislative and policy decisions that positively impact school districts and their students.

Metrics
DIISD will be part of a number of national, state and local alliances aimed at improving public education policy.

Objective 5.1.1: Inform and influence public opinion on school readiness and public education.

Objective 5.1.2: Form alliances to build citizens’ support for public education.

Objective 5.2.1: Establish statewide support to fund and conduct a school funding and reform study for Michigan.
STRATEGIC DIRECTION 6: FOSTER COMMUNICATION AND ENGAGEMENT

As an intermediate school district, DIISD plays an important role as a communication liaison between local school districts and state and federal agencies and organizations. As such, we are committed to meaningful, timely, two-way communication between these stakeholders around operational and achievement issues. To that end, we engage a wide variety of school, business and community constituents toward a mutual goal of increasing educational opportunities, maximizing student achievement and optimizing district operations. We will also use information gleaned through communication and engagement to better align our products, services and resources to the needs of those we serve.

Goal 6.1

*Improve timely two-way communication and engagement among educators and other relevant stakeholders.*

Metrics

*Multiple venues, including technology and social media, are used to communicate and engage with stakeholders.*

*Stakeholder satisfaction with the quality and types of products, services and resources offered by DIISD will be maintained at high levels.*

*Maintain highly engaged referent groups around DIISD products, services and resources.*
SPECIAL THANKS

The DIISD Board of Education and Administrations wish to thank everyone who participated in the comprehensive process initially used to create the DIISD Continuous Improvement Plan. Special thanks go to DIISD employees who actively participated in this effort through surveys, focus groups, department discussions, and other opportunities to provide feedback.