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# STRATEGIC PLAN

## WHY DO WE EXIST?

To transform lives by inspiring educational excellence

## WHAT DO WE DO?

Provide a continuum of educational services and support to students, families, school districts and communities

## HOW DO WE BEHAVE?

We work together  
We find a better way  
We lead with heart  
We act with integrity  
We value all people

Collaboration  
Innovation  
Compassion  
Trustworthy  
Respect

## HOW WILL WE SUCCEED?

Through highly talented professionals, successful multi-sector partnerships, innovative practices and a relentless drive to improve

## WHAT ARE WE FOCUSED ON?

- All learners supported through strong collaborative relationships
- Highly effective employees
- Positive, safe and inclusive organizational culture
- All children ready for kindergarten
- All students transition ready for college, career and life
- Leaders in educational excellence
- A culture of continuous improvement
- Quality and sustainable infrastructure
- Research-based instructional practices
- A continuum of professional development to support high-quality instruction and leadership
- Visibility and understanding of Kalamazoo RESA programs and services

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## BOARD OF EDUCATION

Left to right: Gary Brown - Secretary, David Webster - Vice President, Lynne Cowart - Trustee, Delores Myers - Treasurer, Skip Knowles - President

## CONSTITUENT DISTRICTS

- Climax-Scotts Community Schools
- Comstock Public Schools
- Galesburg-Augusta Community Schools
- Gull Lake Community Schools
- Kalamazoo Public Schools
- Parchment School District
- Portage Public Schools
- Schoolcraft Community Schools
- Vicksburg Community Schools
- Evergreen Academy
- Forest Academy
- Lakeside Academy
- Oakland Academy
- Paramount Charter Academy
- Youth Advancement Academy
- 18 Nonpublic Schools in Kalamazoo County



Non-discrimination Notice: It is the policy of Kalamazoo Regional Educational Service Agency that no discriminating practices based on gender/sex, sexual orientation, race, religion, height, weight, color, age, national origin, disability or any other status covered by federal, state or local law be allowed during any program, activity, service or in employment. The following positions at Kalamazoo RESA have been designated to handle inquiries regarding the nondiscrimination policy. Assistant Superintendent, Tom Zahrt and Assistant Superintendent Margaret McGlinchey. Contact information: 269-250-9200.

## LETTER FROM THE SUPERINTENDENT

It is an honor to be the Superintendent at the Kalamazoo RESA. This community embodies a commendable commitment to educating all children, and I am grateful for the opportunity to be a part of it. I truly believe our collaboration is transforming lives and inspiring educational excellence in our country, from cradle to career.

I am proud that area leaders look to Kalamazoo RESA to collaborate with many different entities to benefit our entire educational system. I have always had a keen interest in government and policy and how they can positively impact people when developed and applied wisely. Over the years, I have advocated for many reforms to help make schools more relevant for students who are entering an economy and a culture that is changing rapidly. Our students need the highest levels of knowledge, skill, and character. Our schools, in partnership with families, play a key role in that development.

I continue to be impressed with our Kalamazoo RESA staff. They perform their jobs with high levels of both skill and passion. They help the youngest students in Kalamazoo County reach their potential by helping prepare them for kindergarten. On the other end of the spectrum, they are working in collaboration with our local districts, community college and non-profit community to expand post-secondary options through Early/Middle College.

Kalamazoo RESA is a leader among Educational Service Agencies/Intermediate School Districts in our state and has numerous assets upon which to build a great future for the children in our county. Words alone cannot do justice to the depth and breadth of our programs, so I invite you to visit any of our Kalamazoo RESA sites to see how public funds, private philanthropy and community engagement combine to make many educational dreams a reality. We will continue to grow our leadership and service to the community, families and children we serve.

Sincerely,

A handwritten signature in blue ink that reads "David Campbell". The signature is fluid and cursive, with the first name "David" being larger and more prominent than the last name "Campbell".

David Campbell, Superintendent



# SPECIAL EDUCATION

Kalamazoo RESA provides diverse special education services throughout Kalamazoo County and serves eligible students from infancy to age 26.



**WOODSEGE LEARNING CENTER** - WoodsEdge Learning Center provides highly specialized instruction and behavioral supports for students ages 3 – 26 with significant disabilities.

- 70 students with autism in offsite programs located in local districts
- 234 students served with various disabilities including severe cognitive impairments, autism and other disabilities
- 88% of all students' Individualized Education Program goals and objectives met

**VISUALLY IMPAIRED SERVICES** - Teacher consultants/specialists, orientation and mobility specialists and Braille/media specialists work collaboratively with students with visual impairments, their families and other school personnel.

- 105 students received VI services
- 100% graduation rate

**DEAF/HARD OF HEARING SERVICES** - Teachers, teacher consultants, an audiologist and speech and language therapists work collaboratively with the Deaf/Hard of Hearing (DHH) students, their families and other school personnel to provide necessary instruction and access to instruction.

- 142 students served
- 100% graduation rate



**AUDIOLOGY SERVICES** - Educational audiologists work with students, parents and school professionals to ensure that students with hearing loss are identified, evaluated and provided appropriate access to instruction in the classroom. Audiologists educate students about their hearing loss to support self-advocacy skills and assist school personnel in the best practices to use with Deaf/Hard of Hearing (DHH) students.



# SPECIAL EDUCATION



**VALLEY CENTER SCHOOL** - Valley Center School (VCS) provides special education services for students with emotional, or unique behavioral needs, in grades 3 – 12. The primary focus is to assist students in achieving behavioral goals that facilitate reintegration into less restrictive environments. VCS serves students who are diploma-bound, require an alternative curriculum, or are focusing on transitional goals.

- 51 students served
- 95% of students achieved academic growth goals in math and reading
- 27% of students achieved and maintained behavioral goals and participated in less restrictive educational placements in their resident school districts



**JUVENILE HOME SCHOOLS** - The Juvenile Home Schools provide educational programming to adjudicated youth through the Intensive Learning Center and Youth Center School

- 213 students served

# SPECIAL EDUCATION



**TRANSITION SERVICES** - The Kalamazoo RESA transition coordinator serves as a consultant for students, families and professionals to help individuals with disabilities to increase knowledge in areas of employment, postsecondary education, adult living and community participation. Transition services assist students between the ages of 16 – 26.

- Organized the Transition Fair in March, which hosted 24 informational booths and was attended by 132 people
- 99% of transition plans were based on age-appropriate assessment and included specific data
- 97% of transition plans included services that will enable students to meet their post-secondary goals



**YOUNG ADULT PROGRAM** - The Young Adult Program (YAP) provides special education services for students with disabilities between the ages of 18 – 26. Instruction focuses on employment, postsecondary education, adult living and community participation. This program helps students transition into a meaningful and more independent lifestyle.

- 126 postsecondary students served
- Of the 2015/16 graduates:
  - 86% participated in a work based learning experience
  - 17% obtained competitive employment
  - 57% participated in volunteer activity
  - 71% were connected with community agencies for post-school support







## SPECIAL EDUCATION



**PROJECT SEARCH** - Project SEARCH provides students with disabilities an unpaid internship with Bronson Methodist Hospital. This transition program allows students to develop transferable and marketable skills for competitive employment. The students participate in three 10-week rotations throughout the hospital in preparation for the world of work.

- 75% of students found competitive employment

# EARLY CHILDHOOD

The department of Early Childhood provides services for children from birth to age 5, through a variety of free programs.

**SEEDS FOR SUCCESS** - Seeds for Success is a collaborative effort between Kalamazoo RESA and four community partners to provide support and education to families with children from birth to age 3. Services include: developmental screening and assessment, early intervention with child development generalists and specialists, parent education, referrals and playgroups.



**77**

PLAYGROUPS  
HOSTED



**104**

FAMILIES RECEIVED  
MONTHLY HOME OR  
MAIL VISITS



**103**

AT-RISK FAMILIES  
RECEIVED 2 OR MORE  
HOME VISITS PER MONTH



**264**

REFERRALS FOR  
DEVELOPMENTAL  
SCREENING

**EARLY ON** - Early On provides intervention to families with children from birth to age 3, who have delays and/or disabilities.



**436**

FAMILIES RECEIVED  
1-4 VISITS PER MONTH



**284**

NEW EVALUATIONS

**GREAT START COLLABORATIVE** - The Great Start Collaborative seeks to coordinate both public and private efforts to achieve common objectives and measurable results for Michigan's youngest children.

- 200 community members trained in the Strengthening Families Framework
- Presented at the Smart Start Conference on the innovative Legislative Café model which connects parents to decision-makers
- Hosted Learning Communities and community conversations on the Protective Factors to remediate childhood trauma and toxic stress

# EARLY CHILDHOOD

**GREAT START READINESS PROGRAM** - The Kalamazoo RESA Great Start Readiness Program (GSRP) is an intervention program to support vulnerable children as they gain the skills and knowledge necessary to be successful in school and throughout life.

- 1,260 applications received with 1,140 children served
- 12 private providers with 18 classrooms
- 9 school districts with 40 classrooms

## EARLY CHILDHOOD SPECIAL EDUCATION

- 80 students received services for autism or other cognitive and physical disabilities in 3 classrooms
- 11 students learned the required skills and returned to their local education agency

**PREPRIMARY EVALUATION TEAM** - The Preprimary Evaluation Team (PET) provides developmental assessments for children from birth to age 6.

- 409 evaluations completed
- 346 students identified as eligible for special education services
- 46 children served twice a week as part of the Tiny Talkers Language group, a language-intense school preparation group



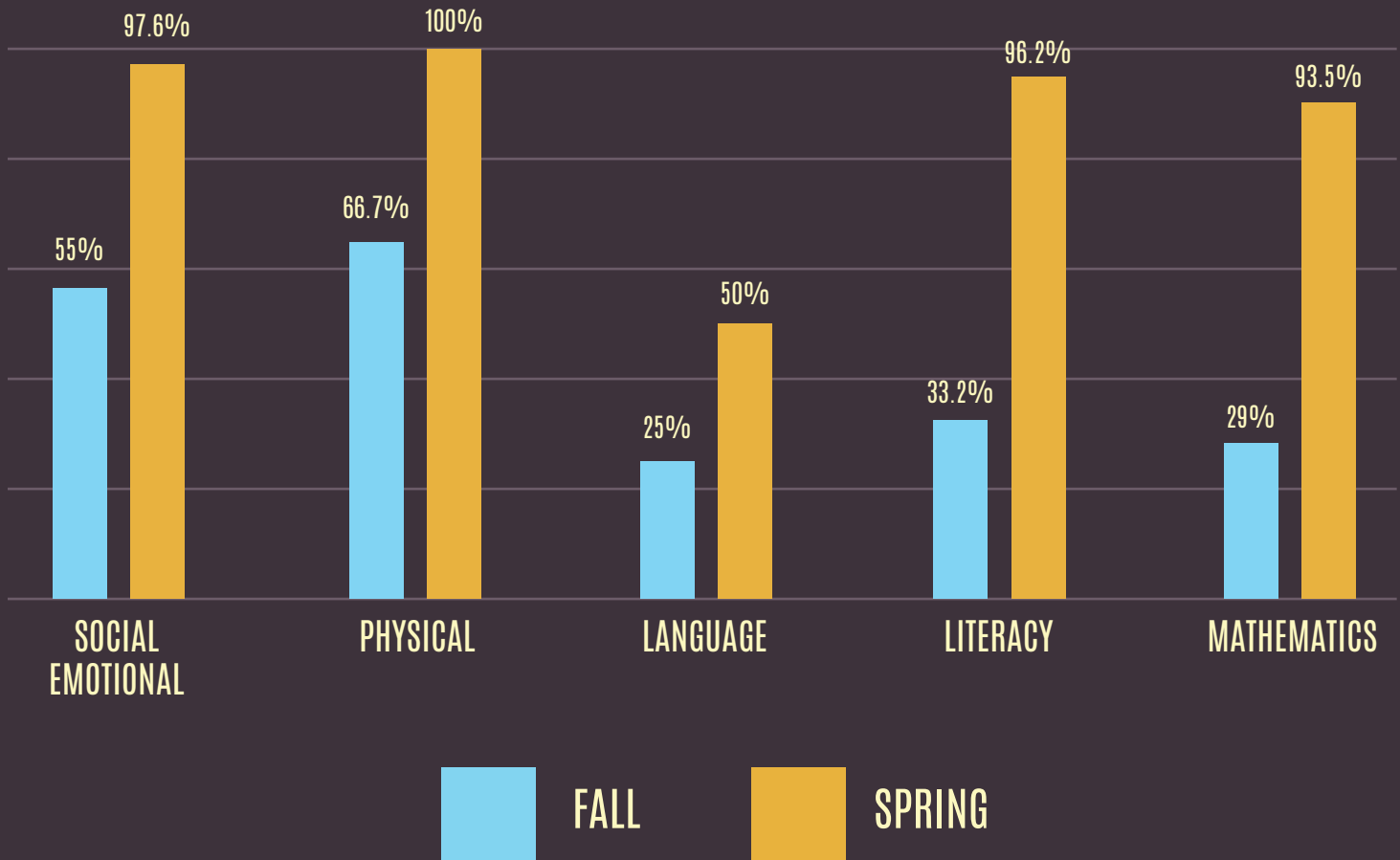


## EARLY CHILDHOOD

**HEAD START** - Kalamazoo RESA Head Start offers comprehensive pre-kindergarten services to children in Kalamazoo County. In addition to educational services, Head Start provides developmental and health screenings, family support and referrals to community based organizations. The Kalamazoo RESA Head Start program provides a high-quality classroom learning environment to teach school readiness skills in the areas of literacy, math, social/emotional, as well as fine and gross motor skills to help children and families successfully engage and enter kindergarten.

- 1,225 home visits provided to 608 families
- 732 children served in 44 classrooms
- 644 children experienced the musical arts through partnerships with the Kalamazoo Symphony Orchestra, Crescendo Academy and Wellspring Dance

# KALAMAZOO RESA HEAD START DATA INDICATING SUCCESSFUL KINDERGARTEN ENTRY AND ENGAGEMENT



This graph represents the percentage of Head Start students who demonstrate the skills required to be on pace to engage in a particular domain of learning upon kindergarten entry. These domains, commonly agreed upon by experts and families, are the focus in Head Start classrooms to prepare the “whole” child for kindergarten and beyond. The assessment data, Teaching Strategies Gold, is gathered in an ongoing manner for each individual child over the course of the school year. This graph shows the overall growth of children from the fall to spring.

# EDUCATION FOR THE ARTS

Education for the Arts (EFA) delivers high-quality arts education programs for every Kalamazoo County K-12 student through developing, maintaining, and strengthening partnerships between school districts, schools, teachers and the wide array of professional artists and art institutions in Southwest Michigan.

**196**  
student scholarships worth  
**\$72,655**



were awarded for private lessons, art camps and internships, as well as, \$9,500 in scholarships to students attending Kalamazoo Institute of Arts and Kalamazoo Civic Theatre classes and Camp Gilmore

**21**  
school project grants worth  
**\$25,000**

were awarded to teachers for specialized projects and artist residencies

**14**  
development grants worth  
**\$19,200**



were provided to Kalamazoo County educators to fund their artistic/educational growth through artist retreats, conferences, master classes and university classes

“ This was especially powerful for our profoundly deaf students. This amazing performance taught our students that they CAN communicate without needing to speak or use an interpreter. It will help them in all areas of their lives beyond academics.” — Deaf/Hard of Hearing instructor

**EFA HIGH SCHOOL CLASSES** - 639 high school students from Kalamazoo County participated in an EFA Excellence in the Arts class. Introductory and advanced level classes are taught in music, dance, theater, visual and media arts. Dozens of high school students received local, state and national honors, and recognitions each year, through festivals, competitions, and juried exhibitions.

**THE EFA REP** - The EFA Rep provided world-class professional and visual works of art to over 32,000 students and teachers through wrap-around artist residencies, curriculum connections and professional development. Artists on the 2015/16 Rep visited from the Netherlands, Ireland, Uganda, New York City, San Francisco and Michigan. Local partners included: Miller Auditorium, The Gilmore, WMU School of Music, Kalamazoo Institute of Arts, Kalamazoo Civic Theatre and Chenery Auditorium.

**CULTURAL FIELD TRIP REBATES** - EFA reimbursed school districts \$36,660 to support 219 cultural field trips, which provided 566 bus trips for nearly 24,000 students.

**WASHINGTONS STORY THEATER SCHOOL TOUR** - Master storytellers Dr. Von and Fran Washington brought African American history and folktales to 5,350 students and teachers in 15 schools.

# YOUTH OPPORTUNITIES UNLIMITED

Youth Opportunities Unlimited (YOU) provides educational and employment-related services to help job-seekers find employment, complete their education and thrive in the local community. Participants are provided with the opportunity to improve their communities through academic enrichment, workforce readiness and development of social skills.

**\$127,983,689**

wages earned by reemployed job-seekers

**179,388**

customer visits to Michigan Works! Service Centers

**\$490,369**

reinvested in training and supportive services

**594**

youth served

**49**

youth attaining high school diploma or GED

**7,935**

job-seekers now reemployed

“The staff is excellent. They did everything they could to help me, and I appreciate everything they did for me.” — Darrell, newly employed

**PROUD PARTNER OF MICHIGAN WORKS! SOUTHWEST**

**MICHIGAN  
WORKS!**® Southwest  
Branch, Calhoun, Kalamazoo & St. Joseph Counties



# EDUCATION FOR EMPLOYMENT

Education for Employment (EFE) is an award-winning career and technical education center without walls that offers a wide range of programs to 9-12 grade students. Programs are held in multiple locations: high school buildings, college campuses, and at actual business and industry sites. EFE programs reflect real-world applications and maintain the rigorous requirements of the Michigan Merit Curriculum as well as state, national, and industry technical standards and requirements.

3713 STUDENTS

163 CLASS SECTIONS

38 AREAS OF STUDY

2220 WORKPLACE EXPERIENCES

\$650,000 IN COLLEGE TUITION SAVED

BY FAMILIES IN KALAMAZOO COUNTY

97% HIGH SCHOOL GRADUATION RATE

FOR EFE PROGRAM STUDENTS

“EFE Health Sciences impacted me in several ways. I have learned many skills and lessons in healthcare and have worked with others as a team. I am CPR and First Aid certified due to this course . . . and I job shadowed at several clinics and hospitals.”— Jenna Ahmed

## MICAREERQUEST

MiCareerQuest Southwest is an experiential career investigation event, and a unique hands-on experience designed for 8th and 9th grade students in Kalamazoo County. Students learn directly from current job-holders what it is really like to be a graphic artist, a nurse, a mechanical engineer and more.

- 4,400 students attended
- 75 business and industry partners
- 300 community volunteers
- 90% of students felt the event was a meaningful experience
- 100% of business partners would participate again





# EARLY/MIDDLE COLLEGE

The Early/Middle College (EMC) program provides students with the opportunity to earn an associate degree while simultaneously earning their high school diploma. With an additional year of high school for program completion, students are enrolled in a focused program of study at Kalamazoo Valley Community College. The local school district pays the tuition fees up to an allocated amount.

## 251 STUDENTS FROM KALAMAZOO COUNTY ENROLLED

### TRANSFER DEGREES AVAILABLE IN:

ASSOCIATE OF ARTS & ASSOCIATE OF SCIENCE

### CERTIFICATES AVAILABLE IN:



AUTOMOTIVE BRAKE SYSTEMS, GRAPHIC DESIGN, MACHINIST, PC SUPPORT TECH AND WELDING

### ASSOCIATE OF APPLIED SCIENCE AVAILABLE IN:



ACCOUNTING, ADMINISTRATIVE ASSISTANT, CULINARY ARTS, GRAPHIC DESIGN, INFORMATION TECHNOLOGY AND MACHINE TOOL

# PROJECT LEAD THE WAY

Project Lead The Way (PLTW) provides transformative learning experiences for K-12 students and teachers across the U.S. This program creates an engaging, hands-on classroom environment and empowers students to develop in-demand knowledge and the skills necessary to thrive.

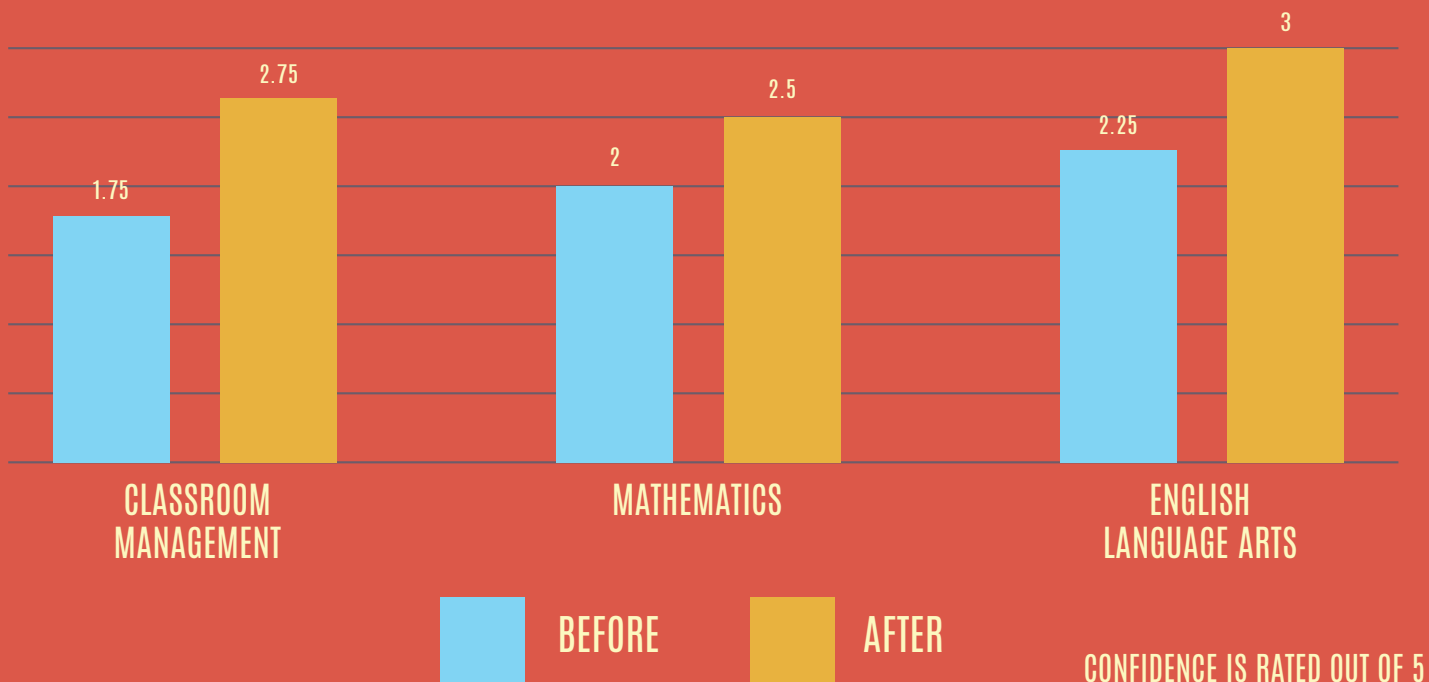
- 12,000 students impacted by PLTW programming
- \$259,000 donated to PLTW programs by 59 business partners
- 100% of middle schools in Kalamazoo County have at least one PLTW course

# INSTRUCTIONAL CENTER

The Kalamazoo RESA Instructional Center provides focused, research-based support to districts aimed at improving student achievement. Professional development opportunities and consultations are provided at Kalamazoo RESA and in local school districts, covering language arts, math, science and behavior.



## TEACHER CONFIDENCE BEFORE AND AFTER COACHING



# REMC 12

The Regional Educational Media Center (REMC) is one of 22 centers in the state. In 2015/16 it offered services in educational technology support, shredding, graphics, bindery, regional delivery, instructional videos, the Teacher Materials Center and cooperative purchasing. REMC 12's service area includes school districts in Barry, Kalamazoo and St. Joseph counties, and part of Van Buren County. Services and savings include:

- \$2,502,072 saved through REMC Bid Save Project
- \$32,870 saved on Discovery Education streaming licenses
- \$9,581 saved on public performance licenses
- 49,055 documents and boxes delivered
- 21,411 videos/segments streamed through Discovery Education
- 24,938 non-video downloads through Discovery Education

# PRINT CENTER

The KRESA Print Center provides a wide variety of print services for non-profits, from concept to delivery.

- 250 schools and non-profits served
- 12,000 items printed
- \$175,000 saved by schools and non-profits



# BUSINESS OFFICE

Kalamazoo RESA Business Office ensures success of districts and students through the effective management of financial resources and business functions. The Business Office provides financial management to approximately 30 departments and programs within Kalamazoo RESA, as well as 9 local school districts.

- \$94.8 million managed, including \$15.7 million in federal grants, with clean audit opinion and no findings
- \$456,000 saved by local school districts through collaboration and consolidation of business functions to Kalamazoo RESA

# MICASE

Kalamazoo RESA serves as the fiscal agent for MiCase, a consortium of 8 intermediate school districts (ISD). MiCase develops software, provides applications and integrates related systems - all coordinated through a single organization with centralized development and support.

- \$1.5 million in savings to districts and ISDs
- 4 districts migrated to MiSuite HR/Payroll System
- 9 districts migrated to MiSuite HR System
- 51 districts provided with MiCase financial accounting and human resources software package and support
- 55 districts hosted and supported web-based Student Information System
- 4,000 help-desk phone support
- 16 school districts and 5 ISDs received Hyland OnBase Records Management System

# SOUTHWEST MITECH

Southwest MiTech, formerly known as the Kalamazoo RESA Technology Services Department, exists to improve the lives of students in Southwest Michigan through technology services and resources. We strive to deliver excellent customer service, technology leadership and innovative solutions to the technology challenges that schools face.

Southwest MiTech helped districts spend more time, and focus more money on teaching and learning by providing technology staffing and services to 14 school districts:

- Galesburg-Augusta Community Schools
  - Gull Lake Community Schools
  - Portage Public Schools
  - Van Buren ISD
  - Gobles Public Schools
  - Paw Paw Public Schools
  - Hastings Area Schools
  - Delton Kellogg Schools
  - Allegan AESA
  - Fennville Public Schools
  - Kalamazoo Math and Science Center
  - Outlook Academy
  - Lakeside Academy
  - Glenn Public Schools
- Saved money for 30 districts through consortium purchasing of eRate consulting services
  - Diverted more money to the classroom by hosting over 200 servers, applications, and systems for districts throughout Southwest Michigan
  - Improved technology and educational technology best practices by hosting quarterly Regional Technology Support Group meetings and monthly Instructional Technology meetings
  - Provided information, training, and other supports to SW Michigan schools in effort to help them leverage the resources provided through the Technology Readiness Infrastructure Grant. These resources include digital textbooks, teacher professional development, data system integrations, statewide device purchasing and connections to the State Educational Network
- \* SW Michigan Schools includes districts and ISDs in Allegan, Barry, Berrien, Cass, St. Joseph, Kalamazoo, and Van Buren counties
- Provided reliable and cost-effective Internet bandwidth to 30 area school districts leveraging consortium purchasing power
  - 24x7 network connection alerting for 36 schools/ISDs in Southwest Michigan

POINTS OF PRIDE

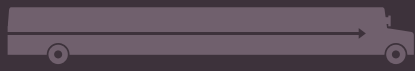
99.9%

UPTIME PROVIDED TO LOCAL DISTRICTS



# TRANSPORTATION

The Regional Transportation Safety Institute provides training and management consultation services to 130 schools in 9 intermediate school districts.



**216**  
new bus drivers trained



**1008**  
drivers received continuing education



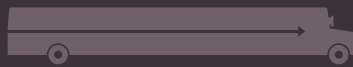
**36**  
drivers trained in evasive maneuvers



**595**  
employees participated with random drug and alcohol testing



**78**  
transportation supervisors trained



**178**  
commercial Driver's License skills tests were performed



# KALAMAZOO RESA FOUNDATION

Kalamazoo RESA Foundation is committed to:

- Supporting Kalamazoo RESA's programs and services
- Developing exemplary and innovative education programs
- Growing staff skills through professional development and training opportunities
- Supporting research and evaluation

In 2016, the Foundation awarded:

- \$39,272 in scholarships to high school seniors and college students
- \$8,800 in Employee Enrichment Grants to Kalamazoo RESA staff
- \$2,600 to Youth Opportunities Unlimited participants
- \$10,000 to Targeted Assistance Grants (TAG) for employees pursuing a degree in education



## Board of Trustees

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Donald Gilmer  
Shirley Johnson  
Kevin McCarthy  
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## 2015/16 TAG RECIPIENTS



INSPIRING EDUCATIONAL EXCELLENCE

Kalamazoo  
RESA

*inspiring educational  
excellence*

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