

Executive Summary

The Dearborn Public Schools encompass approximately 20,000 students, 2,800 employees, thirty-four buildings, and thirty-nine educational programs. We are the third largest school district in Michigan and we continue to maintain steady enrollment on an annual basis.

While the district does not focus exclusively on any particular educational philosophy, much of the professional development and classroom instructional model utilized in Dearborn Public Schools are based on professional learning communities and progressive theories. District students are expected to engage thoughtfully in classroom activities, and teachers are expected to deliver engaging and interactive instruction that incorporates individual learner interests and skills . Emphasis is placed on developing critical thinking skills and mastery of the common core state standards . Additionally, the district offers a wide range of elective courses to engage student interests, including STEM education, Career and Technical Education programs, leadership courses, and the integration of essential lifelong skills into all curricular materials.

The district performed a SWOT analysis (an analysis of our Strengths, Weaknesses, Opportunities and Threats). We found strong growth in student achievement at all levels, as measured by state and local assessments. However, proficiency rates could improve and we still have gaps in achievement between several of our subgroups, including special education students and English Learners. We also have a large infrastructure need, as many of our buildings are aging and require significant repairs and improvements.

The district is grateful for all stakeholders who participated on the Strategic Plan Advisory Committee who assisted in the development of this plan. These members are listed on the following page.

Strategic Plan Stakeholders Committee

Lena Abdrabbah, Instructional Staff Member
Safiyya Abdullah, Instructional Staff Member
Husn Ahmed, Student
Gehad Alawan, Parent/Guardian
Angela Altomonte, Instructional Staff Member
Zakary Amekran, Student
Mark Andrews, Non Instructional Staff Member
Robert Attee, Administrator
Ali Bazzi, Parent/Guardian
Ahlam Bazzi, Post-Secondary Professionals
Kim Beckwith, Instructional Staff Member
Hussein Berry, School Board Trustee
Hassan Berry, Student
Hussein Beydoun, Post-Secondary Professionals
Fatmeh Beydoun, Instructional Staff Member
Hussein Beydoun, Instructional Staff Member
Linda Charara, Parent/Guardian
Danielle Elzayat, Non Instructional Staff Member
Mike Esseily, Administrator
Abeer Fahs, Instructional Staff Member
Fatme Faraj, Administrator
Malak Fardous, Instructional Staff Member
Andrew Gladstone-Highland, Parent/Guardian
Winifred Green, Administrator
Nofila Haidar, Parent/Guardian
Frank Haliburda, Administrator
Rebecca Hermen, Parent/Guardian

Hilda Irani, Administrator
Iman Ismail, Instructional Staff Member
Cillian Jackson, Student
Tirria Kendred, Post-Secondary Professionals
Darin Kerr, Instructional Staff Member
Farah Mackie, PTA Council
Farah Mackie-Harajli, Parent/Guardian
Hussain Makki, Student
Wafaa Mallah, Non Instructional Staff Member
Adam Martin, Administrator
Aimee Meeker, Instructional Staff Member
Al Mosawi, Parent/Guardian
Adnan Moughni, Administrator
Zeinab Moughnia, Instructional Staff Member
Haifaa Mourad-Chamma, Parent/Guardian
Adeeb Mozip, Parent/Guardian
David Mustonen, Administrator
Syeda Naqvi, Parent/Guardian
Morgan Pircer, Instructional staff member and parent
James Radcliffe, Instructional Staff Member
Anji Santacroce, Parent/Guardian
Zanib Sareini, Non Instructional Staff Member
Lamis Srou, Administrator
Metsihet Tilahun, Parent/Guardian
Shadia Vettraino, Parent/Guardian
Thomas Wall, Administrator
Zahera Zahreldin, Instructional Staff Member

OUR MISSION

Dearborn Public Schools will provide an exceptional learning environment that empowers every student to succeed in life, today and in the future.

Staff Commitments to Students

- Prioritize a student centered mindset for every decision.
- Prioritize the safety and well-being of ALL students.
- Differentiate instruction to meet the needs of every learner.
- Celebrate ALL students.
- Promote lifelong learning skills focusing on academic and social emotional learning.
- Foster a supportive environment that promotes strong relationships among staff, students, and families.
- Educate with purpose to empower students by exposing them to many different career opportunities through field experiences and employability skills.
- Implement Educational Development Plans (EDP) to help students establish educational/personal career goals.
- Maintain learning environments where all students feel valued, supported, and safe.
- Establish highly functional systems District-wide to ensure high expectations, equitable access to opportunities, resources, and curriculum for all students.
- Create a culturally responsive environment in which all students see themselves in curriculum, celebrations and community partnerships.
- Leverage new technologies, approaches and structures that enhance student learning and enable the District to remain a leader of educational change.

District Commitments to Staff

- Invest in staff at all levels to produce a caring and nurturing environment for students.
- Provide job embedded, meaningful and targeted professional learning to enhance student success.
- Inspire staff so they can thrive and excel.
- Prioritize the well-being of ALL staff so they feel safe, supported and valued.

Focus Area 1: Instructional Improvement and Innovation

Dearborn Public Schools staff will meet the academic, social, and emotional needs of all students

SMART Goal: Maintain a high graduation rate and meet annual proficiency and growth targets in pre-K through 12th grade as set by the state accountability system

Strategy 1: Implement a highly functioning PLC process-MTSS Academic			
Action Steps Who will do what to implement the strategy	Implementation How will we know it's happening		
	Assigned To	Start Date	Due Date
Provide high-quality professional development that increases the staff's capacity to collaborate, design, and implement Tier I, Tier II, and Tier III instruction.	Director of Curriculum Executive Directors of Student Achievement	Fall 2022	Spring 2026
Build Collaborative cultures within PLC teams in every building	Executive Directors of Student Achievement	Fall 2023	Spring 2026
Identify and Revisit essentials and unpack into learning targets for every subject and every level	Executive Directors of Student Achievement	Fall 2023	Spring 2024
Develop Common Assessments	Executive Directors of Student Achievement	Fall 2023	Spring 2024
Establish a school wide system of interventions and extensions for all students including ELs	Executive Directors of Student Achievement	Fall 2024	Spring 2026
Establish K-12 evidence based grading and reporting process	Director of Assessment Executive Directors of Student Achievement	Fall 2024	Spring 2026
Integrate and monitor technology/STEAM plan implementation throughout the PLC process	Director of Curriculum Executive Directors of Student Achievement	Fall 2024	Spring 2026

Strategy 2 :Develop a shared understanding around the Portrait of a Graduate			
Action Steps Who will do what to implement the strategy	Implementation How will we know it's happening		
	Assigned To	Start Date	Due Date
Establish a longitudinal EDP for every student from K-12 leading to a college and career plan Career Awareness: Grades K-6 Career Exploration: Grades 7 & 8 Career Preparation: Grades 9 - 12	Elementary - Principals Middle School - Counselors High School - G.I.S and Academy lead and counselors	2024	2026
Track and communicate ALL students' progress across the three levels through a clear process	Building Administrators	Fall 2023	Spring 2026
Implement systemic practices to improve attendance	Student Services Director Building Administrators , Liaisons, APs, Counselors	2023	2026
Educate with purpose to empower students by exposing them to many different career opportunities through field experiences and employability skills.	Co-Op Teacher Counselor CTE Partnerships	2023	2026
Develop a DPS portrait of a graduate <ul style="list-style-type: none"> College and Career Readiness Employability Skills and Civic Discourse 	Executive Directors of Achievement	Spring 2024	2026

Strategy 3: Provide high-quality professional development that increases the staff's capacity to collaborate, design, and implement innovative curriculum.

Action Steps Who will do what to implement the strategy	Implementation How will we know it's happening		
	Assigned To	Start Date	Due Date
Provide high-quality professional development that increases the staff's capacity to collaborate, design, and implement common assessments	Director of Curriculum Executive Directors of Student Achievement	Fall 2023	Spring 2026
Provide specially designed professional development to allow for teacher choice based on needs	Director of Curriculum Executive Directors of Student Achievement	Fall 2023	Spring 2026
Prioritize and streamline professional development with emphasis on aligning to district adopted resources	Director of Curriculum Executive Directors of Student Achievement	Fall 2023	Spring 2026
Incorporate staff input when planning professional development	Director of Curriculum Executive Directors of Student Achievement	Fall 2023	Spring 2026
Equip professional staff with current technology skills to strengthen instruction in all areas	Director of Technology	Fall 2023	Spring 2026
Focus Area 1 Indicators of Success: <ul style="list-style-type: none"> Professional Development Feedback for planning and evaluation Implementation Tool of MTSS Academic-DAIT TOOL (Dearborn Activity Implementation Tool) Implement citizenship/employability skill reporting tool within report card Increased proficiency and growth EDP plan implementation K-12 PD plan for district and schools 			

Focus Area 2: Student and Staff Well-Being

All students will learn in an environment that fosters social-emotional well-being, and global perspectives. Dearborn Public Schools will attract, develop, and retain excellent staff in a quality work environment

SMART Goal: Students - Decrease bullying, increase positive behavior, improve discipline and attendance.

SMART Goal: Staff - Increase staff well-being and satisfaction as measured by annual surveys and increased retention rates

Strategy 1: Implement a highly functioning SEL process-MTSS Affective			
Action Steps Who will do what to implement the strategy	Implementation How will we know it's happening		
	Assigned To	Start Date	Due Date
Incorporate SEL activities at each level	Executive Director of Special Populations	Fall 2024	Spring 2026
Establish a school wide system of interventions and extensions for All students based on SEL needs	Executive Director of Special Populations	Fall 2024	Spring 2026
Implement job-embedded professional learning about the five competencies	Executive Director of Special Populations	Fall 2024	Spring 2026
Monitor students' affective needs using the CORE Competencies assessment	Director of Assessment Executive Director of Special Populations	Fall 2024	Spring 2026
Provide high-quality professional development that increases the staff's capacity to collaborate, design, and implement Tier I, Tier II, and Tier III SEL instruction.	Executive Director of Special Populations	Fall 2024	Spring 2026
Implement a reporting category for the Affective domain (SEL/employability skills) on all report cards.	Executive Director of Special Populations	Fall 2024	Spring 2026

Strategy 2: Implement a staff wellness plan to support staff health and wellness.			
Action Steps Who will do what to implement the strategy	Implementation How will we know it's happening		
	Assigned To	Start Date	
Establish a systemic culture of collaboration among all staff members	Executive Director of Human Resources	Fall 2024	Spring 2026
Prioritize and streamline professional development for non-instructional staff	Director of Human Resources Executive Director of Business Services	Fall 2023	Spring 2026
Invest in staff at all levels to produce a caring and nurturing environment for students	Executive Director of Human Resources	Fall 2024	Spring 2026
Provide all staff with job embedded, timely, relevant and targeted professional learning to enhance student success	Instructional Coaches and HS Coordinators		
Provide all non instructional staff with timely, relevant and targeted professional learning to improve their work environment and increase productivity.	Director of Human Resources - Non-Instructional	Fall 2024	Spring 2026
Inspire staff so they can thrive and excel.	Building Administrators	Fall 2023	Spring 2026
Prioritize the well-being of ALL staff so they feel safe, supported and valued.	Building Administrators	Fall 2023	Spring 2026
Indicators of Success <ol style="list-style-type: none"> 1. MTSS Affective Implementation Tool 2. Staff Satisfaction Survey 3. Staff Retention Rates 			

4. Decreased Suspension, Expulsion and Referral Rates
5. Increased Attendance Rates
6. Results from the CORE Competencies and teacher observations

Focus Area 3: Stakeholder Engagement

Develop strong partnerships within the community to support a culture of learning for all.

SMART Goal: Improve trusting relationships between stakeholders and district as measured by annual surveys

Strategy 1: Strengthen stakeholders relationships with the district			
Action Steps Who will do what to implement the strategy	Implementation How will we know it's happening		
	Assigned To	Start Date	Due Date
Foster trust between the community and the school district through timely communication in a clear, concise, transparent manner	District Leadership Building Administrators	Fall 2023	Spring 2026
Consistently engage stakeholders in decision making	District Leadership Building Administrators	Fall 2023	Spring 2026
Implement strategies to engage to increase stakeholder engagement	Executive Director of Business Services Director of Communications	Fall 2023	Spring 2026
Create educational materials and informational meetings for stakeholders to better understand school business and educational policies and guidelines	Executive Director of Business Services Director of Communications	Fall 2023	Spring 2026

Strategy 2: Maintain clear communication with teachers, staff and parents to monitor progress being made

Action Steps Who will do what to implement the strategy	Implementation How will we know it's happening		
	Assigned To	Start Date	Due Date
Create a written communication plan encompassing district and school communities	Director of Communication	Fall 2023	Spring 2026
Provide Parent Talk professional development to selected district trainers to provide teacher and family trainings at the schools	Executive Director of Special Populations	Spring 2024	Spring 2026
Use Social Media and district approved communication tools including Intouch, MiStar, and blogs to provide timely and relevant communication.	Building Administrators	Fall 2023	Spring 2026
Maintain monthly parent meetings at all schools (PTA and/or other educational meetings)	Executive Directors Building Administrators	Fall 2024	Spring 2026
Indicators of Success <ol style="list-style-type: none"> 1. Staff satisfaction surveys 2. Staff Retention Rates 3. Feedback from parents/community members/students 4. Decent stakeholder participation 5. Quality feedback at chatting and other events 6. Parent correspondence 			

Focus Area 4: Facilities and Infrastructure

Dearborn Schools will ensure safe and supportive facilities for all its students and employees

SMART Goal: Improve infrastructure based on the Fielding Study Recommendations based on budget availability. Increase Security at all buildings

Strategy 1: Ensure the safety and security of all students and staff			
Action Steps Who will do what to implement the strategy	Implementation How will we know it's happening		
	Assigned To	Start Date	Due Date
Implement an administrative process to prioritize needs that will be addressed by security program	Director of Operations Health Safety & Security Director	Fall 2023	Spring 2026
Review and continuously update building and district security plans	Health Safety & Security Director	Fall 2023	Spring 2026
Provide emergency management training districtwide	Health Safety & Security Director Director of Instructional Technology	Fall 2023	Spring 2026
Indicators of Success: Action Step 1: <ol style="list-style-type: none"> 1. We have also added cameras and updated and expanded access controls for doors. 8/14/24 2. Edsel Ford and Dearborn High entrances updated due to threat assessment analysis. 3. We have changed the platform to a web-based and internally managed security camera system. 8/14/24 4. Elevator emergency phone lines have been changed to VOIP to replace obsolete copper phones. 8/14/24 5. E-911 is implemented on all district phones. 8/14/24 6. We have updated our emergency training. 8/14/24 7. 20% Electrification of the bus fleet. 8/14/24 8. Behavior Threat Assessment Indicator Tool. 8/14/24 9. Continued our better filtration systems at Haigh, Howard, Long, Nowlin, Duvall, Whitmore Bolles, Snow, and Oakman. 8/14/24 			

Action step 2:

1. EOP 8/14/24
2. Biennial State EOP Manual Update 8/14/24
3. Establish and continue planning and review of building crisis teams. 8/14/24
4. Outside review of emergency plans and threat assessment. 8/14/24
5. Establish updated critical incident mapping. 8/14/24

Action Step 3:

1. Provide emergency management training districtwide. 8/14/24
2. Updated active assailant training districtwide. 8/14/24
3. Continue to coordinate response with first responders at local levels. 8/14/24
4. District funded SROs 8/14/24
5. Local police training in buildings 8/14/24

Strategy 2: Use the Fielding Study outcomes to prioritize facilities and infrastructure needs

Action Steps Who will do what to implement the strategy	Implementation How will we know it's happening		
	Assigned To	Start Date	Due Date
Leverage new technologies, approaches and structures that enhance student learning and enable the District to remain a leader of educational change.	Director of Instructional Technology Teacher Curriculum Leaders Curriculum Director	September 2023	Spring 2026
Strategically replace or renovate buildings based on Fielding recommendations and stakeholder feedback	Director of Health and Safety Director of Instructional Technology	September 2023	Spring 2026
Indicators of Success Action step 1: <ol style="list-style-type: none"> 1. Activities - Technology Action Plan Interim Progress Indicators 8/14/24 			

2. Activities - [Replace/renovate](#) 8/14/24
3. Staff facilities satisfaction surveys 8/14/24

Action step 2:

1. Implemented energy savings bond of \$11.2 Million 8/14/24
2. Esser 3 funding for building improvements in air and air handling 8/14/24
3. General funding to wrap around ESSER funding for building improvements 8/14/24
4. Green school funding from local and state grants 8/14/24
5. \$2 million capital improvement for food service across the district 8/14/24
6. 74B Grant - \$1.1 million for electrification infrastructure 8/14/24
7. Applied for mini grant for infrastructure 8/14/24
8. Funding for automotive, cybersecurity lab, and skilled trades enhancements for Michael Berry Career Center 8/14/24
9. Henry Ford Early College Expansion 8/14/24
10. Fielding International report on long term infrastructure study