



Novi 2050: Long-Term Master Plan

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Novi Community School District Master Plan

A Framework for Sustained Excellence

Executive Summary

The Novi Community School District Long-Term Master Plan establishes a forward-looking vision that guides decision-making for the next two decades. It is a comprehensive, integrated framework aligning academic innovation, infrastructure investment, and community partnership to ensure that every student is empowered to reach their full potential in a rapidly evolving world.

While the district's Strategic Plan defines shorter-term initiatives and priorities reviewed every three to five years, the Master Plan provides enduring direction — a compass for long-range thinking and sustainable development. It is designed to evolve with the community yet remain grounded in enduring principles of excellence, equity, kindness, empathy, and curiosity.

The plan is both visionary and practical. It addresses how Novi will:

- Prepare students for the future of work and life through pathways emphasizing curiosity, innovation, and adaptability.
- Integrate artificial intelligence (AI) and emerging technologies as tools for personalized learning and operational excellence.
- Plan for sustainable growth, including new facilities when elementary enrollment exceeds 600 students per building.
- Maintain fiscal stability while investing in innovation.
- Foster deep, meaningful partnerships between the school district, City of Novi, business community, higher education, and families.
- Ensure that every decision reflects the district's mission to empower students as effective communicators, curious innovators, resilient problem solvers, creative critical thinkers, empathetic collaborators, and purpose seekers.

The Master Plan is not just a document—it is a living framework. It represents Novi's long-term commitment to thoughtful leadership, responsible stewardship, and bold innovation that honors the community's trust while shaping a future of limitless potential.

Introduction

Purpose of the Master Plan

The Long-Term Master Plan serves as a comprehensive framework to align the Novi Community School District's educational philosophy, programming, infrastructure, and resources with its enduring vision for excellence.

Whereas the district’s Strategic Plan guides short-term action and is updated every 3–5 years, the Master Plan defines the district’s *north star*: a durable foundation for decisions regarding learning, facilities, technology, and community engagement. It ensures that Novi’s educational mission remains relevant, equitable, and forward-thinking amid evolving social, technological, and demographic changes.

This plan will be reviewed periodically by the Board of Education and Superintendent, ensuring alignment with community priorities, enrollment trends, and fiscal realities.

Guiding Framework

Vision

Limitless Potential: Excellence and Equity in Education, Leadership in Learning, Constant Curiosity.

Mission

Empowering every student to reach the pinnacle of their potential, the Novi Community School District unites rigorous academics, whole-person development, and trailblazing innovation. We work to unlock the unique genius in each child, preparing them to excel, empathetically lead, and innovate in a global society.

Core Values

Excellence | Equity | Kindness | Empathy | Curiosity

Graduate Profile

The Novi Graduate embodies six core competencies that define our educational mission and represent the skills, mindsets, and dispositions that prepare every student for success in a complex world:

1. **Effective Communicator** - An effective communicator is adept at articulating ideas clearly and concisely, actively listens to understand others, and adapts their communication style to suit different audiences and contexts. They display strong emotional intelligence and are skilled in using both verbal and non-verbal cues to enhance understanding and engagement. This person embraces feedback and uses it to continuously improve their interaction skills.
2. **Curious Innovator** - A curious innovator is constantly seeking new knowledge, asking insightful questions, and driven by a desire to understand and explore the unknown. They think creatively, challenge conventional ideas, and are not afraid to experiment with unique solutions. This person thrives on discovery and innovation, turning their curiosity into tangible, inventive outcomes.
3. **Resilient Problem Solver** - A resilient problem solver approaches challenges with a positive and persistent attitude, analyzing issues thoroughly and exploring creative solutions. They adapt to setbacks with flexibility, learning from failures to enhance their

strategies. This person remains focused and determined, leveraging resources and collaborating effectively to overcome obstacles.

4. **Creative Critical Thinker** - A creative critical thinker combines analytical skills with imaginative thinking, questioning assumptions and exploring problems from multiple perspectives. They adeptly synthesize information, identifying patterns and connections that lead to innovative solutions. This person is not only skilled in logical reasoning but also excels in thinking outside the box, blending creativity with critical analysis.
5. **Empathetic Collaborator** - An empathetic collaborator actively listens, values diverse perspectives, and shows deep understanding and consideration for others' feelings and ideas. They foster inclusive and supportive teamwork environments, facilitating effective communication and mutual respect. This person excels in building strong, cooperative relationships that enhance collective success.
6. **Purpose Seeker** - A purpose seeker is deeply introspective and motivated, constantly exploring their own values, passions, and goals to find meaningful direction in their pursuits. This person actively seeks opportunities that resonate with their sense of purpose, guiding their academic and life choices. They are driven to make a positive impact, combining self-awareness with a commitment to personal and community growth.

These traits form the foundation for all programmatic and facility decisions. New initiatives, curriculum design, or infrastructure investment must support students' growth toward this shared graduate profile.

Historical Context

Purpose

To understand where the district must go, it is essential to reflect on how far it has come. The historical context provides the foundation upon which this Master Plan is built—acknowledging the decisions, investments, and community partnerships that have shaped Novi into a leader in public education.

Current Context

The Novi Community School District has long been recognized for its academic excellence, diverse student body, and deep community pride. Over the past several decades, the district has experienced consistent enrollment growth, driven by the City of Novi's economic vitality and the district's reputation for quality education. Strategic facility investments, curriculum enhancements, and partnerships with the City and local organizations have strengthened the district's position as a destination district for families seeking both rigor and care.

However, with growth comes complexity. Rising enrollment, shifting demographic patterns, and the accelerating pace of technological change demand long-range vision and coordination. Many previous plans addressed immediate needs — new classrooms, updated facilities, improved technology — but lacked an enduring, systemic framework to anticipate future realities.

Guiding Principles

- **Build on Strength:** Honor Novi’s legacy of excellence and strong community support.
- **Plan for Adaptability:** Create infrastructure and programs that can flex with change.
- **Promote Equity:** Ensure all facilities and programs provide equal access to opportunity.
- **Sustainability and Stewardship:** Balance innovation with fiscal and environmental responsibility.

Long-Term Priorities

- Maintain a comprehensive historical audit of facilities, programs, and funding initiatives to identify lessons learned.
- Establish a planning archive to ensure institutional memory informs future decisions.
- Maintain continuity between leadership transitions by institutionalizing key planning assumptions and metrics.

I. Demographics and Enrollment Planning

Purpose

To anticipate the educational and facility needs of a growing, diverse community through accurate demographic analysis and proactive capacity planning.

Current Context

Novi’s population continues to expand, fueled by regional economic growth and its reputation as a highly desirable community for families. The district’s student body reflects increasing diversity—linguistic, cultural, and socioeconomic—and projections indicate continued enrollment growth at the elementary level over the next decade.

Current elementary buildings are approaching optimal capacity. Without long-term planning, incremental enrollment increases could result in overcrowding or uneven distribution of students across schools. At the same time, new residential developments, particularly in northern and western Novi, may accelerate demand for additional classroom space and expanded support services.

Guiding Principles

- **Data-Driven Decision-Making:** Use comprehensive demographic and housing data to guide boundary adjustments and facility investments.
- **Equity in Access:** Ensure all students benefit from balanced class sizes and equitable facilities.
- **Flexibility and Scalability:** Design schools and boundaries that adapt to changing population dynamics.
- **Transparency and Community Engagement:** Involve families and stakeholders in demographic reviews and boundary discussions.

Long-Term Priorities

- **Regular Enrollment Projections:**
Update districtwide enrollment forecasts every two years, incorporating housing, birth rate, and migration data.
- **Capacity Triggers:**
Initiate facility expansion planning when average enrollment across all elementary schools exceeds 600 students.
- **Boundary Management:**
Develop clear, objective criteria for boundary adjustments, minimizing disruption while maintaining demographic balance.
- **Flexible Infrastructure:**
When new facilities are constructed, design modular spaces that can expand or contract as enrollment fluctuates.
- **Diversity and Inclusion:**
Plan proactively for multilingual and multicultural support programs that reflect Novi's growing global community.
- **City–District Collaboration:**
Partner with the City of Novi's Planning and Development Department to align residential growth with school capacity, ensuring that educational infrastructure keeps pace with housing development.

II. Academics, Innovation, and Facilities

Academics and Program Innovation

Purpose

To define the educational direction that will prepare students not only for college and careers, but for a lifetime of adaptability, creativity, and leadership in a rapidly changing world. The Novi Community School District's instructional philosophy centers on empowering each learner to reach the pinnacle of their potential through personalized, mastery-based, and purpose-driven learning.

Current Context

Novi is nationally recognized for academic excellence, yet the landscape of learning continues to evolve. Artificial intelligence, automation, and globalization are redefining the skills students need to thrive. Beyond knowledge acquisition, students must cultivate durable human skills—curiosity, empathy, problem-solving, creativity, and resilience.

Novi already integrates elements of personalized learning, advanced coursework, and career pathways. The next decade must focus on aligning these strengths into a coherent, districtwide framework that connects the **Graduate Profile** to curriculum, instruction, and assessment across all grade levels.

Guiding Principles

- **Whole-Child Learning:** Prioritize intellectual, emotional, and social growth.
- **Relevance:** Ensure learning connects to real-world applications.
- **Equity:** Guarantee all students access to challenging and engaging experiences.
- **Innovation with Integrity:** Lead in educational technology while upholding ethics and humanity.
- **Student Agency:** Empower learners to own their goals, pace, and purpose.

Long-Term Priorities

1. Pathways of Learning

Novi will formalize a **Pathways Framework** that provides coherent, K–12 progression toward postsecondary readiness. Students will have access to five broad areas of exploration:

- **STEM & Data Science** – Engineering, robotics, computer science, environmental studies, biotechnology.

- **Business & Entrepreneurship** – Finance, marketing, innovation, management, economics.
- **Arts, Media & Humanities** – Design, performing arts, journalism, communication, literature, and world languages.
- **Health & Human Services** – Medical science, education, psychology, social work, law, and public service.
- **Skilled Trades & Technical Careers** – Construction, culinary arts, transportation, manufacturing, and information systems.

Beginning in middle school, students will create Educational Development Plans (EDPs), connecting interests and strengths to future pathways. Each high schooler will engage in capstone experiences such as internships, research projects, or industry partnerships that reflect their pathway.

2. Mastery-Based and Competency-Driven Learning

Novi will transition from traditional seat-time requirements toward mastery-based progression, allowing students to advance upon demonstrated understanding. This model promotes deeper learning, flexibility, and resilience.

- Develop clearly defined competencies aligned to the Graduate Profile.
- Implement flexible pacing and personalized learning tools.
- Train staff to assess mastery through performance tasks, portfolios, and exhibitions.

3. Artificial Intelligence in Education

Novi will position itself as a state and national leader in ethical and effective AI integration, establishing systems that enhance—not replace—human teaching and connection.

- Create an AI Guidance and Ethics Team composed of educators, students, and community members.
- Introduce AI literacy curriculum beginning in upper elementary grades.
- Deploy AI-powered analytics for personalized learning and early intervention.
- Explore administrative applications (scheduling, predictive maintenance, resource allocation) that improve efficiency.
- Ensure transparent, ethical data governance and digital citizenship education.

4. Social-Emotional and Character Development

The district recognizes that academic success is inseparable from emotional intelligence. Novi will embed social-emotional learning (SEL) and The Positivity Project principles throughout its curriculum.

- Develop developmental benchmarks for emotional growth.
- Integrate SEL into advisory programs, co-curricular activities, and community service.
- Use restorative practices to cultivate empathy, accountability, and belonging.

5. Precision Education and Special Services

Future innovations in neuroeducation and adaptive technology will redefine special education.

- Expand use of AI-driven learning tools that adjust content to student needs in real time.
- Introduce virtual-reality social skills training for students with autism spectrum disorder.
- Use telehealth platforms for expanded counseling and therapeutic services.
- Maintain the Novi Adult Transition Center (NATC) as a hub for innovation and independence, serving as a statewide model for adult transition programming.

6. Early Learning

Early childhood education remains a cornerstone for lifelong success.

- Strengthen the Early Childhood Education Center (ECEC) as the gateway to the Novi experience.
- Expand pre-K opportunities and partnerships with childcare providers.
- Integrate play-based learning with early literacy and numeracy foundations.

III. Talent Management

Purpose

To ensure that the Novi Community School District attracts, develops, retains, and sustains exceptional educators and leaders who embody the district's core values and advance its mission of empowering every student to reach the pinnacle of their potential.

Over the next two decades, talent will be the single most important differentiator between good districts and great ones. Facilities, technology, and programming matter — but people matter most. This section establishes a long-term strategy to ensure Novi remains an employer of choice and a national model for cultivating reflective, growth-oriented professionals committed to collaboration and excellence.

Current Context

The educational labor market is increasingly competitive. Teacher shortages, leadership turnover, and evolving workforce expectations require districts to think differently about recruitment, development, and retention.

Novi benefits from a strong professional reputation, yet long-term sustainability requires intentional planning for:

- Leadership succession at all levels
- Forecasting staffing needs tied to enrollment growth
- Developing internal talent pipelines
- Recruiting individuals aligned with the district's mission and culture
- Retaining high-performing team members in a changing workforce landscape

The future of education will demand educators who are adaptive, technologically fluent, emotionally intelligent, and committed to continuous improvement.

Guiding Principles

- **People First:** The quality of our staff determines the quality of student experience.
- **Alignment to Values:** We hire and promote based not only on competence, but on character and cultural alignment.
- **Growth Mindset:** Reflection, feedback, and learning are professional expectations.
- **Team Over Individual:** Collaboration and shared responsibility define excellence.
- **Leadership at Every Level:** Leadership is not positional; it is behavioral.
- **Succession and Sustainability:** Every role must have a pipeline.

Long-Term Priorities

1. Strategic Workforce Forecasting

- Develop a rolling 5- and 10-year staffing forecast aligned with enrollment projections and pathway expansion.
- Identify anticipated retirement waves and leadership transitions.
- Use data analytics to align staffing models to student needs and facility capacity.

2. Succession Planning

- Establish formal succession pathways for principals, central office administrators, and operational leaders.
- Create leadership development cohorts for aspiring administrators.
- Identify high-potential staff and provide structured mentoring and executive coaching.

3. Recruitment and Hiring Philosophy

Novi will hire for both skill and disposition.

Priority attributes include:

- Reflective practice and openness to feedback
- Demonstrated growth mindset
- Commitment to collaboration over isolation
- Emotional intelligence and empathy

- Curiosity and willingness to innovate
- Alignment with district core values

Hiring processes will:

- Include behavioral interview protocols focused on teamwork and reflection
- Incorporate performance tasks or demonstration lessons
- Prioritize cultural contribution over individual accomplishment alone

The district will actively recruit diverse talent to reflect and serve Novi's global community.

4. Retention and Professional Growth

- Develop differentiated professional learning pathways.
- Offer micro-credentialing aligned to innovation, AI integration, and leadership.
- Expand teacher leadership roles without requiring departure from the classroom.
- Implement structured mentorship for new hires.
- Conduct regular climate and engagement surveys to proactively address retention risks.

5. Compensation and Recognition

- Maintain competitive compensation aligned with regional benchmarks.
- Recognize excellence publicly and meaningfully.
- Explore flexible work structures where appropriate.
- Develop recognition systems that reinforce collaborative success rather than individual competition.

6. Wellness and Sustainability

- Promote professional sustainability through workload review, wellness supports, and work-life alignment.
- Normalize reflection and renewal as part of professional excellence.

IV. District Culture

Purpose

To intentionally cultivate and sustain a district culture aligned with the shared expectations outlined in *The Culture We Deserve* framework — ensuring that every member of the Novi Community School District experiences belonging, accountability, excellence, and trust.

Culture is not accidental. It is designed, reinforced, protected, and renewed. Over the next two decades, Novi will prioritize culture as a strategic advantage and moral imperative.

Current Context

Novi has a strong reputation for excellence and high expectations. However, high-performing systems must continually guard against fragmentation, silos, and burnout. As the district grows and evolves, maintaining alignment around shared behaviors and expectations becomes increasingly critical.

The Culture We Deserve framework defines the behaviors that create a thriving environment:

- Stay Student-Focused
- Presume Positive Intent
- Listen To Understand
- Speak With Respect
- Partner With Purpose
- Practice Productive Disagreement
- Model What We Teach

Embedding these expectations across hiring, evaluation, professional development, and leadership decision-making ensures culture remains stable even as personnel change.

Guiding Principles

- **Culture Drives Performance:** Culture is the operating system of the district.
- **Behavior Over Slogans:** Expectations must be observable and measurable.
- **Collective Responsibility:** Everyone owns the culture.
- **Trust and Transparency:** Psychological safety fuels innovation.
- **Alignment Across Systems:** Evaluation, hiring, leadership, and communication must reinforce shared expectations.

Long-Term Priorities

1. Institutionalizing Shared Expectations

- Embed Culture We Deserve language into onboarding, evaluation tools, and leadership development.
- Align performance evaluations with shared expectations.
- Provide annual culture reflection workshops for staff and leadership.

2. Leadership Modeling

- Train administrators in culture stewardship.
- Hold leaders accountable for maintaining psychologically safe environments.
- Evaluate leaders not only on results, but on how results are achieved.

3. Collaborative Systems

- Strengthen professional learning communities (PLCs).
- Design cross-department collaboration protocols.
- Establish structured feedback loops between staff and leadership.

4. Psychological Safety and Accountability

- Balance empathy with high standards.
- Implement restorative practices for conflict resolution.
- Develop mechanisms for addressing behavior misalignment constructively.

5. Long-Term Culture Metrics

- Conduct biennial culture surveys.
- Track staff engagement, retention, and internal promotion rates.
- Monitor alignment between hiring practices and shared expectations.

6. Student Alignment

- Align student behavioral expectations and SEL programming with district culture.
- Ensure the adult culture models the Graduate Profile.

V. Facilities and Capital Planning

Purpose

To ensure Novi’s physical environment supports 21st-century learning, community connection, and sustainable growth. The district’s facilities must be safe, flexible, inclusive, and aligned with long-term demographic and instructional needs.

Current Context

Novi's facilities have benefited from significant community investment, yet continued growth will require strategic planning to avoid overcrowding and ensure equitable access to modern learning spaces. Elementary schools in particular are nearing capacity, and future residential development will increase enrollment pressure. Simultaneously, shifts in pedagogy demand reimagined environments—collaborative zones, STEM labs, maker spaces, and outdoor learning areas.

Guiding Principles

- **Flexibility:** Design buildings adaptable to changing instructional models.
- **Equity:** Provide consistent quality and resources across all schools.
- **Sustainability:** Prioritize energy efficiency, environmental stewardship, and cost-effectiveness.
- **Safety and Accessibility:** Maintain secure, inclusive environments for all learners.
- **Community Integration:** Ensure facilities serve students and the broader community.

Long-Term Priorities

1. Capacity Planning and Expansion Triggers

- Begin formal evaluation for new elementary construction when the average enrollment across all elementary schools exceeds 600 students.
- Establish a Facilities Master Schedule reviewing capacity, utilization, and maintenance every five years.
- Prioritize right-sized classrooms that maximize flexibility and instructional quality.

2. Future-Ready Learning Environments

- Transition to adaptive classroom models, where spaces can be reconfigured for large-group collaboration or individualized learning.
- Expand collaborative learning zones and interdisciplinary studios at secondary levels.
- Design STEM and innovation hubs that support cross-disciplinary problem solving.
- Create age-appropriate, all-abilities playgrounds emphasizing inclusion, accessibility, and sensory integration.

3. Sustainability and Energy Stewardship

- Move toward net-zero energy operations in all new construction.
- Invest in green roofs, solar installations, and geothermal systems where feasible.
- Implement comprehensive recycling, composting, and green procurement policies district-wide.
- Pursue LEED or equivalent certification standards for major projects.

4. Maintenance and Lifecycle Planning

- Maintain a 20-year capital improvement schedule to prioritize preventative maintenance and reduce costly emergency repairs.
- Standardize custodial and maintenance training programs for safety, ergonomics, and technology use.
- Transition to energy-efficient and battery-powered custodial equipment.
- Create digital asset tracking systems for facilities management.

5. Community and Shared Use

- Explore joint-use facilities with the City of Novi—such as athletic complexes, community learning centers, and performance venues—that benefit both residents and students.
- Partner with city planners to coordinate infrastructure, transportation, and recreational development.
- Align long-term bond planning with city master planning cycles for transparency and efficiency.

6. Safety and Security

- Continue investing in layered security measures including secure vestibules, cameras, and communication systems.
- Integrate crisis-response technologies linked to local law enforcement and emergency services.
- Ensure all safety designs maintain a welcoming, inclusive environment that promotes belonging rather than fear.

VI. Technology and Innovation

Purpose

To develop a comprehensive, long-term roadmap for integrating technology into every facet of teaching, learning, and operations. Technology at Novi is not simply a tool—it is a catalyst for creativity, efficiency, and inclusion. Over the next two decades, Novi will continue to evolve as a state and national leader in artificial intelligence (AI), digital equity, and educational innovation.

Current Context

The district has established a strong technological foundation, including 1:1 device access, robust connectivity, and integrated learning platforms. However, technology is evolving faster than ever—AI, virtual and augmented reality, and data analytics are reshaping education and the workforce. To stay at the forefront, Novi must cultivate agility, foresight, and responsible implementation.

Guiding Principles

- **Equitable Access:** Every student and staff member should have access to the tools needed to learn and thrive.
- **Innovation with Purpose:** Technology serves people and learning, not the reverse.
- **Digital Citizenship:** Students must learn to navigate and contribute ethically to digital spaces.
- **Sustainability:** Investments should consider lifecycle costs and environmental impacts.
- **Security and Privacy:** Protecting student data is paramount to trust and safety.

Long-Term Priorities

1. Artificial Intelligence Integration

- Establish a District AI Integration Framework, guiding instruction, assessment, and operations.
- Train educators to use AI as an assistant for lesson planning, differentiation, and formative feedback.
- Implement AI-powered early intervention systems to identify learning gaps and social-emotional needs.
- Build AI literacy curriculum so students understand how to use and question emerging technologies responsibly.
- Partner with universities and industry leaders to pilot innovative AI projects.

2. Innovation Spaces and Technology Hubs

- Create Innovation Labs at middle and high school levels featuring robotics, coding, digital design, and engineering spaces.
- Integrate maker spaces into elementary schools to encourage curiosity and problem-solving
- Develop a Novi Digital Learning Center to support teacher innovation, research, and development.

3. Infrastructure Renewal and Sustainability

- Develop a 10-year Technology Renewal Plan ensuring regular upgrades to hardware, software, and network infrastructure.
- Move toward cloud-based systems to reduce physical server dependency and carbon footprint.
- Explore partnerships for districtwide renewable energy sources to power technology operations.

4. Professional Learning and Support

- Build teacher and staff proficiency in digital fluency, data literacy, and emerging tools.
- Maintain continuous professional learning opportunities aligned with classroom innovation.
- Create microcredential programs for teachers demonstrating excellence in technology integration.

5. Cybersecurity and Data Governance

- Maintain best-in-class cybersecurity systems and conduct regular audits.
- Established transparent communication with families.
- Provide digital citizenship education to students and staff emphasizing online ethics and safety.

VII. Operations and Support Services

Each operational department plays a vital role in maintaining the learning ecosystem. Novi's long-term operational vision centers on sustainability, efficiency, and service excellence—ensuring every department contributes to the district's educational mission.

A. Transportation

Purpose

To provide safe, efficient, and environmentally responsible transportation that ensures equitable access to education for all students.

Current Context

The district operates a mixed fleet of gasoline, diesel, and propane buses, with plans to transition toward hybrid and electric vehicles. Growth in enrollment and residential development requires forward-looking planning for fleet expansion, facility improvements, and staffing.

Guiding Principles

- Safety is non-negotiable.
- Sustainability is both an ethical and fiscal responsibility.
- Accessibility ensures opportunity for every child.

Long-Term Priorities

- Transition to a hybrid or fully electric fleet as technology and infrastructure allow.
- Develop a fleet replacement plan based on age, mileage, and efficiency standards.
- Construct or relocate transportation facilities as district growth requires.
- Establish partnerships with local utilities to build EV charging infrastructure.

- Create cross-training programs for maintenance staff in EV systems and safety.
- Expand transportation access for after-school programs and extracurricular activities.

B. Food Services

Purpose

To provide nutritious, culturally responsive, and sustainable meal options that fuel student wellness and academic success.

Current Context

Novi's food service program serves thousands of students daily. Changing nutritional standards, cultural diversity, and student preferences present opportunities to innovate in both menu design and delivery.

Guiding Principles

- Nutrition drives learning and health.
- Food is part of culture and community.
- Efficiency and freshness can coexist.

Long-Term Priorities

- Increase use of fresh, locally sourced foods through partnerships with Michigan producers.
- Redesign cafeterias for flow, efficiency, and social connection.
- Integrate composting and recycling systems districtwide.
- Partner with the Career and Technical Education (CTE) culinary program for student internships.
- Expand access to after-hours food service at secondary campuses.
- Eliminate artificial additives and prioritize whole, nutrient-dense ingredients.

C. Maintenance and Custodial Services

Purpose

To maintain facilities that are clean, safe, efficient, and inspiring places to learn and work.

Guiding Principles

- Pride in environment equals pride in learning.
- Preventative maintenance saves time and cost.
- Safety and ergonomics support employee well-being.

Long-Term Priorities

- Implement a districtwide facilities management system to track maintenance requests, asset lifespan, and efficiency.
- Provide ongoing custodial training in advanced cleaning technology, safety, and customer service.
- Standardize cleanliness benchmarks across all facilities.
- Invest in ergonomic, battery-powered, and low-noise equipment.
- Recognize custodial staff as key partners in learning and health.

VIII. Community Engagement and Partnerships

Purpose

To build deep, reciprocal relationships between the district, families, businesses, higher education, and the City of Novi that expand opportunities and strengthen community trust.

Current Context

Novi benefits from a highly engaged community with strong partnerships across local government, civic organizations, and private industry. Continued collaboration will be essential to support growth, workforce development, and innovation.

Guiding Principles

- **Transparency:** Open communication fosters trust.
- **Collaboration:** Shared goals lead to shared success.
- **Inclusion:** Every voice in the community matters.
- **Mutual Benefit:** Partnerships should advance student learning and community vitality.

Long-Term Priorities

1. City–District Collaboration

- Establish a Joint Planning Committee between NCSD and the City of Novi for coordinated infrastructure and development planning.
- Partner with the City’s Parks and Recreation Department to delineate roles between recreation programs and school-based community education.
- Explore shared-use facilities, such as gyms, auditoriums, and learning centers, to maximize resources and community access.

2. Business and Higher Education Partnerships

- Build strategic alliances with regional employers for internships, apprenticeships, and mentoring.

- Collaborate with colleges and universities to offer dual-enrollment and early college programs.
- Partner with local industry in developing pathway-aligned programs (e.g., health, engineering, business, trades).

3. Family and Community Voice

- Conduct annual engagement surveys to gather feedback on district performance and needs.
- Develop parent advisory groups aligned to each pathway area and cultural community.
- Expand communication strategies to include multilingual outreach and digital engagement tools.

4. Community Education and Lifelong Learning

- Offer adult education, workforce retraining, and enrichment programs through NCSD facilities.
- Integrate civic learning and volunteerism into student experiences.
- Position Novi schools as lifelong learning hubs for the entire community.

IX. Financial Sustainability and Capital Investment

Purpose

To ensure responsible fiscal stewardship that sustains excellence, innovation, and equity across the district for decades to come.

Guiding Principles

- **Transparency:** Clearly communicate financial decisions and long-term impacts.
- **Stability:** Maintain reserves and fund balance to weather economic shifts.
- **Alignment:** Budgets must reflect mission, vision, and core values.
- **Innovation:** Pursue creative funding solutions and partnerships.

Long-Term Priorities

- **20-Year Capital Improvement Plan** — Updated every five years to guide maintenance, renovation, and construction priorities.
- **Zero-Based Budget Reviews** — Conducted every five years to ensure alignment between resources and educational goals.
- **Sustainable Fund Balance** — Maintain a target range consistent with best practices for financial health.
- **Bond Planning and Debt Management** — Coordinate bond schedules with city planning and ensure transparency in community communication.

- **Public–Private Partnerships** — Leverage partnerships to enhance facilities, technology, and innovation without increasing taxpayer burden.
- **Grant Development Office** — Establish a district position or team dedicated to securing competitive state, federal, and private funding.

X. Monitoring and Governance

Purpose

To maintain accountability, transparency, and continuous improvement throughout the life of the Master Plan.

Governance Structure

The Master Plan will be overseen by a Steering Committee consisting of:

- Superintendent (Chair)
- Assistant Superintendents (Teaching & Learning, Business & Operations, Talent Management, etc.)
- Board of Education representatives
- City of Novi liaison
- Teachers, parents, students, and community members

The committee will meet annually to review progress, metrics, and emerging needs.

Review Cycle

- Comprehensive review and update every 3–5 years in alignment with the district's Strategic Plan.
- Annual summary report presented to the Board of Education and shared publicly.
- Continuous monitoring of key performance indicators in areas of enrollment, achievement, infrastructure, and fiscal health.

Key Performance Indicators

- Student achievement growth (academic, SEL, and graduate profile measures).
- Enrollment and facility utilization data.
- Fiscal health indicators (fund balance, capital reserve status).
- Community engagement metrics (survey data, partnership counts).
- Technology readiness and cybersecurity audits.

XI. Appendices Outline

To be developed and updated as the plan evolves.

Appendix A: Demographic Study Summaries

- Historical and projected enrollment data, housing trends, and boundary analysis.

Appendix B: Facility Capacity and Utilization Data

- Building-by-building profiles, age, capacity, and condition ratings.

Appendix C: Graduate Profile Implementation Rubrics

- Developmental benchmarks for each competency.

Appendix D: Technology and Infrastructure Renewal Plan

- Equipment lifecycles, replacement schedules, and cybersecurity roadmap.

Appendix E: Capital Improvement Plan

- 20-year capital project schedule, funding sources, and cost estimates.

Appendix F: Community Engagement Framework

- Stakeholder communication protocols, advisory groups, and partnership agreements.

XII. Conclusion

The Novi Community School District Long-Term Master Plan is a living blueprint—anchored in values, guided by purpose, and designed for adaptability. It ensures that the district continues to lead with excellence, equity, kindness, empathy, and curiosity, shaping a future where every student can realize their limitless potential.

Through thoughtful planning, innovation, and collaboration, Novi will continue to stand as a model of what public education can be: a community of learners and leaders committed to the pursuit of excellence, equity, and opportunity for all.