

Committee of the Whole

Tuesday, May 5, 2026 6:30 PM

Old Village School, 405 W. Main St, Northville, MI 48167

1.

Welcome, Call to Order

1.a) Connector: Windows Open or Air Conditioning?

2. **Approval of April 14, 2026 Meeting Minutes**

3. **Instructional and Special Services**

Presenter: Emily Pohlonski & Jadie Kieft

3.a) Strategic Planning Implementation

Presenter: Dr. Webber, Superintendent

4. **Human Resources**

Presenter: Rebecca Pek

4.a) Policy Review

5. **Finance & Operations**

Presenter: Devin Kling

5.a) Master Planning Recommendation

Presenter: Dr. Webber, Superintendent

5.b) Sport's Den Field Locker Room Bid Award

Presenter: Mr. Devin Kling, Asst. Supt. for Finance

6. **Other/FYI**

6.a) RESA Budget

7. **Public Comment**

8. **Standing Agenda Items**

8.a) Any Citizen Comment Follow-up?

8.b) Board Liaison Update

8.c) Legislative Update

9. **Parking Lot**

9.a) Communication to npsboe email process (J. Mabrey 5/20/25)

10. **Adjourn**

DATA-DRIVEN STRATEGIC PLANNING

Northville Public Schools

Christy Conn
Consultant, MASB



STRATEGIC PLANNING PROCESS

TIMELINE

Date	Activity
November 2025	Board Presentation
December 2025	Board Approval of the Process
January through March 2026	Data Collection & Input Sessions
April 2026	Retreat
April 2026	Implementation Workshop
May 2026	Present Final Report to the Board of Education for Approval

7 MONTHS

INPUT SESSIONS

PURPOSE

- Provide an opportunity for input
- Gauge values and perceptions of the community
- Gather data to use as a decision-making tool
 - Identify and assess strengths
 - Identify areas for improvement
 - Identify barriers of implementation
 - Identify a vision

222 RESPONSES

MICHIGAN ASSOCIATION OF SCHOOL BOARDS

PLANNING TEAM RETREAT

April 11, 2026

Agenda

- An overview of the strategic planning process and timelines
- An environmental scan
- A report of current and planned initiatives
- A review of current vision, mission and belief statements
- A review and analysis of stakeholder input data
- A review and analysis of demographic and district data
- Development of proposed vision, mission and belief statements
- The establishment of strategic goal areas, goal statements and identification of potential key objectives
- An overview of next steps

8 FULL HOURS

PARTICIPANTS

Devon Caudill
Kim Campbell-Voytel
Neysa Colizzi
James Cracraft
Casey Czuj
Genna Davis
Ron Frazier
Lynn Gay
Chase Gilbertson
Meghan Irving

Angela Jaafar
Jadie Kieft
Jena Mabrey
Meredith Maurer
Lisa McIntyre
Carin Meyer
Melissa Morse
Krystal Muhammad
Mandee Ordaz
Zachary Paquette

Rebecca Pell
Cheryl Phillips
Emily Pohlonski
Jan Purtell
Joanne Sawicki
Anne Simpson
Melissa Stuart
Amy Terry
RJ Webber

29 DEDICATED PARTICIPANTS

MICHIGAN ASSOCIATION OF SCHOOL BOARDS

RETREAT OUTCOMES

MISSION & VISION

The **MISSION** of Northville Public Schools is...

Through authentic partnerships, we create and expand opportunities for self-management, critical thinking, and stewardship in each learner.

The **VISION** of Northville Public Schools is...

We see, hear, and value each student while they discover their purpose as a kind, contributing member of society.

RETREAT OUTCOMES

VALUE STATEMENT

Commitment to All:

Founded in belonging; focused on potential. We commit to a culture of respect and equitable access created **with** our students and staff. Through listening and engagement, we foster inclusion for all students across race, ethnicity, socioeconomic status, abilities, and identities. We are a community rooted in relationships and trust where each student feels at home and able to thrive.

RETREAT OUTCOMES

GOAL STATEMENTS

Northville Public Schools will...

- Align curriculum, assessment, and programming to ensure all learners are equitably supported.
- Create a culture where staff works with students, the community, and each other to support engagement and balance for the whole child.
- Streamline and coordinate clear and effective communication across the district.
- Prioritize personnel and leadership resources to support student and staff learning and well-being.
- Fund and modernize infrastructure to support best practices in teaching and learning.

IMPLEMENTATION WORKSHOP

April 27, 2026

Agenda

- ✓ Provide a review of the process
- ✓ Discuss Implementation Workshop handouts
- ✓ Review the vision, mission, and value statements
- ✓ Review goal statements
- ✓ Determine potential objectives and finalize objective(s) for each goal statement that could be accomplished in the first year
- ✓ Review action planning for selected objectives
- ✓ Review Strategic Plan monitoring processes

Northville Public Schools GOAL STATEMENTS WITH FIRST YEAR OBJECTIVES

GOAL AREA 1: **ACADEMICS & PROGRAMS**

STRATEGIC GOAL STATEMENT: Northville Public Schools will align curriculum, assessment, and programming to ensure all learners are equitably supported.

Priority Objective:

- Guaranteed and viable curriculum (GVC)

Northville Public Schools GOAL STATEMENTS WITH FIRST YEAR OBJECTIVES

GOAL AREA 2:

LEARNING ENVIRONMENT & CULTURE

STRATEGIC GOAL STATEMENT: Northville Public Schools will create a culture where staff works with students, the community, and each other to support engagement and balance for the whole child.

Priority Objectives:

- Introduce a framework of a Professional Learning Community (PLC)
- Develop a MTSS Framework

Northville Public Schools

GOAL STATEMENTS WITH FIRST YEAR OBJECTIVES

GOAL AREA 3:

COMMUNICATIONS & COMMUNITY ENGAGEMENT

STRATEGIC GOAL STATEMENT: In an effort to increase engagement, Northville Public Schools will streamline and coordinate clear and effective communication across the district.

Priority Objectives:

- Inventory communication apps/tools/programs
- Develop a streamlined communications structure, schedule, and tools

Northville Public Schools GOAL STATEMENTS WITH FIRST YEAR OBJECTIVES

GOAL AREA 4:

PERSONNEL & LEADERSHIP

STRATEGIC GOAL STATEMENT: Northville Public Schools will prioritize personnel and leadership resources to support student and staff learning and well-being.

Priority Objective:

- Develop and implement a survey system/process to measure staff well-being and interest areas.

Northville Public Schools

GOAL STATEMENTS WITH FIRST YEAR OBJECTIVES

GOAL AREA 5: **OPERATIONS**

STRATEGIC GOAL STATEMENT: Northville Public Schools will fund and modernize infrastructure to support best practices in teaching and learning.

Priority Objective:

- Start the master plan

ASKING FOR BOARD APPROVAL

- MISSION** STATEMENT
- VISION** STATEMENT
- VALUE** STATEMENT
- GOAL** STATEMENTS

MASB RECOMMENDATIONS **ENSURING SUCCESS**

- ✓ Align the Strategic Plan with the MICIP Plans
- ✓ Align the Strategic Plan with the 2026-31 Budget and beyond
- ✓ Develop and implement a reporting/Board monitoring calendar
- ✓ Develop and implement an internal/external communications plan
- ✓ Develop and implement action plans for each identified objective
- ✓ Create opportunities for involvement for those invested in the district
- ✓ Schedule a One-Year Renewal

FINAL THOUGHTS

*Collaborating with the **Northville Public Schools**, the Board of Education, administration, staff, and the entire community really illustrated their level of care for the schools, the community, and most of all, the students.*

Christy Conn
MASB Consultant

DATA-DRIVEN STRATEGIC PLANNING

Northville Public Schools





**Northville Public Schools
2026-2031
Strategic Plan Summary Document**

*The Mission of Northville Schools is...
Through authentic partnerships, we create and
expand opportunities for self-management,
critical thinking, and stewardship in each
learner.*





Letter from Board President and Superintendent

Northville Public Schools 2026-2031 Strategic Plan: Participants Help Shape the Vision and Goals for the Future of Northville Schools.

This document contains the 2026-2031 Northville Public Schools Strategic Plan. We are excited about this plan and the possibilities it provides for our students, parents/guardians, staff, and community to improve education at Northville Public Schools.

Community, parent/guardian, student, and staff forums and an electronic survey resulted in 222 people providing input for the planning process. A Strategic Planning Team of 29 community members, parents/guardians, staff, and students took part in an all-day planning retreat on April 11, 2026.

Throughout the planning process participants expressed high expectations of Northville Public Schools maintaining its high achievement and academic success while promoting balance and wellbeing for students and staff. The goals reflect the ardent desire that has been expressed to embrace change and make improvements as appropriate.

There were several clear and consistent themes that emerged from this process.

1. Northville Public Schools is a premier district with many academic and athletic achievements to be proud of.
2. While academic rigor is valued and celebrated, a shift in thinking to embrace learners of all abilities is desired.
3. Completion of the master plan to further inform future district decisions is an important next step.
4. Aligning the Strategic Plan with the work the Northville MICIP team has already started is crucial for success.

We look forward to continuing to work in partnership with all sectors of our community to implement these goals and suggested strategies.

Carin Meyer, President of the Board

R.J. Webber, Superintendent





Introduction

Strategic Planning is the process of determining what an organization wants to be at some point in the future, and how it will get there. In the current environment where schools are challenged to do more with scarce resources, planning for the future is more important than ever. An effective strategic planning process results in stakeholders focusing on critical priorities that will meet the mission of a quality educational program for all students.

In late 2025, the Northville Public Schools Superintendent and the Board of Education made a commitment to create a three to five-year strategic plan. The School Board created a partnership with the Michigan Association of School Boards to serve as facilitators for this project. The district, under the leadership of the School Board President and Superintendent, completed a process that was data-driven, inclusive of district stakeholders and focused on the priorities that will help the district succeed.

There were several criteria relative to the strategic planning process established by the School Board and the leadership team:

- The process must be inclusive where all stakeholders have an opportunity to provide structured input.
- The School Board must be an integral part of the process — providing input, support, and commitment.
- There must be clarity in the respective roles of the School Board, administrators, staff, parents/guardians, and community.
- There is alignment between the strategic planning process and current strategic initiatives, and critical issues facing the district.
- Timelines, responsibilities, and reporting schedules must be built into the planning processes.
- There must be ongoing communication about the planning process with all internal and external stakeholders.

This strategic plan is a living document. It will serve as a ‘road map’ to future planning, resource allocation, staff development, and decision-making over the next several years.

As part of the planning process, the vision, mission statement, and belief statement were reviewed. Based on qualitative and quantitative data and a new vision, mission and value statements; strategic goals and objectives were developed. Regular monitoring of progress and renewal is critical to the plan’s success.





The Strategic Plan Process

This overview describes the planning process, including the survey, data analysis, planning team roles and responsibilities, and timelines.

Input

Input from students, parents/guardians, community and staff were gathered through a comprehensive electronic survey as well as a series of 13 community, student and staff forums. The community engagement process was conducted to:

- Identify and assess strengths
- Gauge values and perceptions of the community
- Provide an opportunity for input
- Identify areas for improvement
- Gather data to use as a decision-making tool
- Develop communication plans and tools

222 people participated in the survey. (see Attachment 1 for summary).





Local Area and School Demographic Data

An analysis of district demographics and quantitative data was completed. The analysis included demographic, enrollment, educational, financial and personnel trends over the previous five years, 2020-2025, as applicable, in comparison with districts selected by the Board and Administration and state averages, where available (see Attachment 2 for the data analysis summary). The reference districts used for Northville Public Schools were Birmingham Public Schools, Grosse Pointe Public School System, Novi Community School District, Okemos Public Schools, and Rockford Public Schools.

Strategic Planning Team

A Strategic Planning Team was formed to take a primary role in developing the strategic plan. The team consisting of 29 parents/ guardians, community members, board members, students and staff members, were selected with input from the Board of Education and key stakeholder groups. The team participated in a retreat workshop as well as additional committee meetings to develop a mission statement, vision, values, and strategic goals. During the retreat, the team reviewed and discussed relevant quantitative and qualitative data as essential elements in the formation of goals and objectives contained in this document (see team members on page 5).

Collaborating with the Northville Public Schools Board of Education, administration, staff and the entire community really illustrated their level of care for the school, the community, and most of all, the students.

—Christy Conn, MASB Facilitator





Strategic Planning Team Members

Devon Caudill
Kim Campbell-Voytel
Neysa Colizzi
James Cracraft
Casey Czuj
Genna Davis
Ron Frazier
Lynn Gay
Chase Gilbertson
Meghan Irving
Angela Jaafar

Jadie Kieft
Jena Mabrey
Meredith Maurer
Lisa McIntyre
Carin Meyer
Melissa Morse
Krystal Muhammad
Mandee Ordaz
Zachary Paquette
Rebecca Pell
Cheryl Phillips

Emily Pohlonski
Jan Purtell
Joanne Sawicki
Anne Simpson
Melissa Stuart
Amy Terry
RJ Webber





Retreat Workshop

A retreat workshop was held on April 11, 2026. The workshop covered included:

- An overview of the strategic planning process and timelines
- Superintendent report of current and planned initiatives
- An analysis of demographic, quantitative and qualitative data
- A review and renewal of the vision, mission and belief statements
- The establishment of strategic goal areas and key objectives
- Assignment of planning team leaders to develop action plans for each goal and objective, including responsibilities, timelines and measurements

Northville Public Schools 2026-2031 Strategic Plan Vision Statement:

Describes what you want to happen in the long term. It's a statement about your hopes and expectations for the future. The vision statement below was drafted during the Strategic Planning Team Retreat Workshop and finalized during the Implementation Meeting:

The Vision of Northville Public Schools is....

We see, hear, and value each student while they discover their purpose as a kind, contributing member of society.





Mission Statement:

Establishes, in the broadest terms, the purpose of a school district. It should answer the question “What ultimate end will the district pursue and in the broadest sense, how?” The following mission statement was drafted during the Strategic Planning Team Retreat Workshop and finalized during the Implementation Meeting:

Through authentic partnerships, we create and expand opportunities for self-management, critical thinking, and stewardship in each learner.

Value Statement: The basic beliefs/core values of the district—those things that we believe of utmost importance, providing guidance for how we behave and relate to others. The following value statement was developed during the Strategic Planning Team Retreat Workshop and finalized during the Implementation Meeting:

Commitment to All:

Founded in belonging; focused on potential. We commit to a culture of respect and equitable access created with our students and staff. Through listening and engagement, we foster inclusion for all students across race, ethnicity, socioeconomics, abilities, and identities. We are a community rooted in relationships and trust where each student feels at home and able to thrive.





2026-2031 Strategic Goals

Strategic Goals: Areas of priority importance in which the district will focus their work (1-5 years). Strategic goals achieve the organization's vision, mission and values. Objectives are SMART—**S**pecific, **M**easurable, **A**chievable, **R**elevant and **T**imely.

The Strategic Planning Team, at the April 11th retreat, developed goal statements and they were completed during the Implementation Meeting, along with specific objectives. The goal areas are categorized below:

2026-2031 Goals

- Academics & Programs
- Learning Environment & Culture
- Communications & Community Engagement
- Personnel & Leadership
- Operations





Following the retreat, administrators were charged with developing specific objectives based on strategic goal areas identified by the team.

Goal Area 1 : Academics & Programs

Strategic Goal Statement: Northville Public Schools will align curriculum, assessment, and programming to ensure all learners are equitably supported.

Priority Objective:

- ✓ Guaranteed and viable curriculum (GVC)





Goal Area 2: Learning Environment & Culture

Strategic Goal Statement: Northville Public Schools will create a culture where staff work with students, the community, and each other to support engagement and balance for the whole child.

Priority Objectives:

- ✓ Introduce a framework of a Professional Learning Community (PLC)
- ✓ Develop a MTSS Framework





Goal Area 3: Communications & Community Engagement

Strategic Goal Statement: In an effort to increase engagement, Northville Public Schools will streamline and coordinate clear and effective communication across the district.

Priority Objectives:

- ✓ Inventory communication apps/tools/programs
- ✓ Develop a streamlined communications structure, schedule, and tools





Goal Area 4: Personnel & Leadership

Strategic Goal Statement: Northville Public Schools will prioritize personnel and leadership resources to support student and staff learning and well-being.

Priority Objectives:

- ✓ Develop and implement a survey system/process to measure staff well-being and interest areas.





Goal Area 5: Operations

Strategic Goal Statement: Northville Public Schools will fund and modernize infrastructure to support best practices in teaching and learning.

Priority Objectives:

- ✓ Start the master plan





Strategic Plan Implementation

The implementation plan will be developed collaboratively by the superintendent and key staff members. Alignment with current school improvement plans will be an integral part of the implementation plan. The district priority goals/objectives identified during the strategic planning retreat will be translated into action plans with measurements, timelines, responsibilities and a board monitoring calendar.

Recommendations for keeping the momentum of the process are the following:

1. Finalize Goals/Objectives/Action plan
 - Measurements
 - Timeline
 - Responsibility
 - Resources
2. Develop reporting/board monitoring calendar
3. Develop communication plan
 - Community
 - Staff
4. Schedule Mid-year progress report
5. Schedule Annual Plan update





STRENGTHS

ACADEMICS & PROGRAMS

- Academic rigor, high achievement district (IB, AP, ALPS, etc.)
- Diverse & successful athletic programs
- Abundant extra-curricular opportunities
- Student commitment to success
- MTSS

COMMUNICATIONS & COMMUNITY ENGAGEMENT

- Committed family engagement & support to the district
- Community support
- Strong sense of community

PERSONNEL & LEADERSHIP

- High quality, high performing, dedicated employees at ALL levels of the district
- Commitment to professional development & collaboration
- Destination district for employees

CULTURE & LEARNING ENVIRONMENT

- Strong reputation as a district
- Inclusivity initiatives and diversity among students
- Focus on mental health & Social Emotional Learning (SEL)
- Commitment to All is truly practiced
- Restorative practices

OPERATIONS

- Financial stability
- Nice, well-maintained facilities
- Safety





OPPORTUNITIES FOR IMPROVEMENT

ACADEMICS & PROGRAMS

- Student self-imposed & parental pressure
- Focus on Career Technical Education (CTE) & life skills classes
- ALPS
- Curriculum alignment throughout the district (teachers, grade levels, buildings)
- Opportunities for more students to take part in sports

COMMUNICATIONS & COMMUNITY ENGAGEMENT

- Consistent apps for parent communication & engagement
- Communication between central office & building level

PERSONNEL & LEADERSHIP

- Increase support staff to help with student behaviors, MTSS (Tier1), academic progress, SEL, and mental health
- Add assistant principals
- More thoughtful approach to professional development (PD)

CULTURE & LEARNING ENVIRONMENT

- Focus on students who are in the middle on the achievement scale
- HS attendance policy
- Mental Health
 - School start times
 - Less screen time (instructional requirement & phone use)
- Horizontal and vertical alignment, incl. grading

OPERATIONS

- Smaller class sizes
- Parking lots, traffic, and structure of pick-up & drop off lines
- Consistent busing
- Quality of food
- Elementary recess (eating in winter gear)





BARRIERS

ACADEMICS & PROGRAMS

- Continuing to overlook middle achievers
- Pressure from parents
- ALPS
- Focus on STEAM over arts & world language

CULTURE & LEARNING ENVIRONMENT

- Lack of physical space in buildings
- Lack of alignment between buildings
- Culture around screens & technology
- Fear & anxiety

COMMUNICATIONS & COMMUNITY ENGAGEMENT

- Small minority with outsized impact
- High needs parents
- Fixed mindsets
- Pushback & lack of involvement from community
- Lack of ongoing feedback to district

PERSONNEL & LEADERSHIP

- Lack of time for staff meetings, PLCs, adoption of many processes
- Inconsistent leadership practices between schools
- Adequate staffing
- Fixed mindsets
- Lack of teacher input
- Lack of trust from buildings to central office

OPERATIONS

- Funding
- Low bond rate
- Land
- Time





VISION

ACADEMICS & PROGRAMS

- Critical thinking students
- Academic rigor & excellence
- Life-long, global learners
- Ready for life beyond HS, including those who do not attend college, life skills, and soft skills

CULTURE & LEARNING ENVIRONMENT

- Commitment to All/Inclusive
- Collaborative
- Supportive
- Whole child focus, including strong mental health
- Strong peer to peer relationships

COMMUNICATIONS & COMMUNITY ENGAGEMENT

- Strong partnerships w/ parents & community
- Happy whole school district (students, parents, community)
- Empathetic, global citizens

PERSONNEL & LEADERSHIP

- Strong pedagogical practices
- Continuous learning and collaboration opportunities
- Teacher led instruction (not devices)
- Supported & respected teachers

OPERATIONS

- Fiscally responsible
- Safe
- Innovative
- Consistent operations





JUST ONE THING

ACADEMICS & PROGRAMS

- More focus on & opportunity for the middle of the road students
- Less pressure, more balance for the whole child (improved mental health)
- More hands-on, project-based learning
- Re-evaluate ALPS
- Broaden post-secondary focus

CULTURE & LEARNING ENVIRONMENT

- Less screens (for instruction & students abusing cell phone use)
- More creativity in the classroom
- Equitable opportunities for all students
- Build student resiliency & grit through accountability
- Review discipline practices for consistency

COMMUNICATIONS & COMMUNITY ENGAGEMENT

- Build relationships between all invested parties & strengthen communication
- Better, more transparent communication intra district and to parents & community
- Socioeconomic awareness

PERSONNEL & LEADERSHIP

- Hire more building level staff, mostly teachers and classroom support
- Leverage professional learning communities (PLCs) & collaboration
- Consistency across schools for grading (get rid of IB grading scale)
- Investment in teachers (PD & compensation)

OPERATIONS

- Smaller class sizes
- Later start time
- Fix parking issue at HS





Data Driven Strategic Planning: Northville Public Schools

Based on analysis of data in this report, the following points are highlighted concerning Northville Public Schools (NPS):

In general, the data revealed that when compared to state averages and the reference districts selected for this report, Northville Public Schools emerges as a district with a diverse population of high achieving students and a strong financial position.

Demographics

- Northville Public Schools foundation allowance of \$9,608 is the same as two comparison districts, but less than three others. (B-1)
- Enrollment at Northville Public Schools is currently 7,042 students. (B-1, B-3)
- When compared to Wayne RESA, NPS has above average enrollment of in-district students. (B-2)
- Over the last 20 years, NPS has had a net gain of approximately 360 students, however, enrollment is currently down 350 students from its highest during that 20-year period which was 2018. (B-3)
- For the last 15 years NPS's kindergarten cohort has never outpaced the 12th grade cohort. (B-4, B-5)
- English language learners (ELL) has increased 70.9% from 2021 to 2025. (B-7)
- Based on most recent data available, the district's 2013 average household income is the second highest of the reference districts and is above average. (B-8)
- 6.5% of NPS students qualify for Free and/or Reduced Lunch. (B-7, B-9)
- NPS's Free and/or Reduced Lunch population is the lowest of comparison districts. (B-10)
- Northville Public Schools is third among its peers for percentage of students who qualify for ELL services. (B-11)
- NPS has more students leaving the district than entering it and these charts only reference public schools. (B-12, B-13, B-14)



**Academic Performance**

- Compared to reference districts, NPS has the most post-secondary first-year first-time college students. (C-1, C-2)
- Math proficiency of Northville Public Schools students was above comparison districts and state averages in 3rd, 4th, 6th and 7th grade levels on the 2024-2025 M-Step. 5th grade scored 2nd among comparison districts and was still well above the state average in math. (C-3, C-6, C-9, C-14, C-17)
- ELA (English Language Arts) proficiency on the 2024-25 M-Step assessment for Northville Public Schools students was well above state averages in assessed grade levels 3rd, 4th, 5th, 6th, and 7th and first among reference districts. (C-4, C-7, C-10, C-15, C-18)
- Social Studies proficiency of NPS students in grades 5th, 8th and 11th on the 2024-25 M-Step assessment were all above the state average and other schools in Wayne RESA. 5th grade ranked first among reference districts. 8th grade, however, ranked fifth among reference districts. 11th grade ranked third among the reference districts. (C-11, C-21, C-23)
- Science proficiency of NPS students in grades 5th, 8th and 11th on the 2024-25 M-Step assessment were above the state average. Grades 5th and 8th were first among comparison districts, and 11th ranked second among comparison districts. (C-12, C-20, C-22)
- The District's 2025 SAT College Readiness Math score was 61% and Evidenced Based Reading & Writing (EBRW) score was 85%. The proficiency % is well above the Wayne RESA average and ranked 2nd among the reference districts. (C-24, C-25, C-26)
- The district's 2024 cohort graduation rate of 98% at Northville High School was above the statewide average by 16% points. The district did have a 100% grandation rate from 2019 to 2022. (C-27)
- Northville High School average student attendance dropped 1.5% from 2020 to 2025 with the attendance rate in 2025 at 93.9%. (C-28)
- Cooke School's attendance rate is historically lower than the rest of the Northville district. (C-28)
- Northville Public Schools offers over 20 Advanced Placement classes. English Language & Composition and Psychology both had over 200 students enrolled for the 2024-2025 school year. (C-29 through C-41)





- AP Biology has seen a steady decrease in enrollment over the past five years, while AP Environmental Science has seen a steady increase. (C-29, C-34)
- Over the past five years 2D Art & Design has had a 100% AP test pass rate. (C-29)
- While Italian was not offered in 2024-2025, the four years previous also demonstrated a 100% AP test pass rate. (C-36)
- Spanish language has had the lowest AP test pass rate, averaging 71% over the past five years. (C-39)
- Dual enrollment participation at NHS has increased from 53 students in 2020-2021 to 107 students in 2024-2025.(C-42)

Finance

- In fiscal year 2025 (school year 2024-2025), Northville Public Schools fund balance was \$33,350,439. This is 33.5% of total budget. (D-1, D-10, D-11, D-12)
- Northville Public Schools has experienced very low fiscal distress over the past 12 years, with nine of those years rated level 0. A 10 indicates a high level of distress and a 0 indicates no distress. This quite exceeds the fiscal health of comparison districts. (D-2, D-3)
- General fund expenditures at \$14,152 per student rank last among the reference districts. (D-4, D-5)
- In 2025, Northville ranked 5th among its reference districts regarding revenue from local sources, 4th from state sources, and 3rd from federal sources. (D-6)
- In 2025, Northville Public Schools expenditures ranked 4th for instruction – basic programs & instruction-added needs, 5th for instructions staff & pupil services, and ranked 6th/last for spending on school administration. (D-7)
- In 2025, Northville Public Schools ranked 3rd in transportation expenses, 4th in general administration, 5th in operations & maintenance, as well as 6th/last in central support services and business interests & abatements among the reference districts. (D-8)
- From 2012 to 2025, the district’s fund balance has been above 10%, and from 2018 to 2025 it has been above 30%. (D-10, D-11)
- In 2025, Northville's fund balance as a percentage of expenditures ranked 1st among its reference districts, with the next highest district at about half of Northville's fund balance percentage; Rockford (16.2%). (D-12)





- Northville's debt retirement millage ranked lowest among its reference districts. (D-13, D-14)
- Northville Public Schools has the 5th best pupil to staff ratio among the reference districts at 8.30. (D-15)
- 2024 is the first year noted that special education transportation costs have exceeded those of the general education students. (D-16)
- Northville Public Schools' operations as a percent of expenditures ranked 2nd lowest among the reference districts. (D-17)

Personnel

- At 872 in 2025, Northville Public Schools total staff is the highest it has been since 2010. (E-1, E-2)
- Teachers make up 37.57% of the staff in 2025. (E-3, E-4)
- In 2025, NPS had the highest teacher to pupil ratio at 21.30. (E-5)
- Northville Public Schools ranked 3rd for pupil to school administrator ratio among reference districts. (E-6)
- Northville Public Schools (8.1) is above the region (7.3) and the state (7.3) for pupil to all staff ratio. (E-7)
- Northville Public Schools ranks 5th among the reference districts for compensation per staff FTE in 2025. (E-8)
- Northville Public School ranks 2nd among the reference districts for benefits as a percent of salaries. (E-9)
- For the 2024-2025 school year, NPS ranked the third highest for teacher salary among reference districts at \$83,594. (E-5, E-10)
- Of the 453 teachers in 2025, 69.5% of Northville Public Schools have a Master's degree, 16.3% have a Master's plus 15, and less than 1% have a Doctorate, for a total of 85.8% of the district's teachers having advanced degrees. (E-11)
- 28.9% of teachers at Northville Public Schools have been with the district more than 20 years. 33.6% of the teachers have been with the district 5 years or less. (E-12)

Submitted: March 31, 2026





The Wave | In the arena of education, what are incoming and outgoing trends, ideas, practices, paradigms, etc.?

ON THE HORIZON

- | | | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> • Access and evaluation of information*^ • Shifts in curricular pedagogy • Student-centric aka customer service • Decreased screen use • Professional Learning | <ul style="list-style-type: none"> • Community (PLC) • State mandated math curriculum • Funding and legislative changes • AI • Possible change in state | <ul style="list-style-type: none"> • curriculum (MI Education Guarantee) • Flexible and blended learning days • Learning environment • Universal Pre-K • Inclusion |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

EMERGING

- | | | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> • Staff well-being* • Social-emotional learning (PK-5)* • Increased social-emotional needs^ • Acceptance of multiple pathways (post-secondary) | <ul style="list-style-type: none"> • Effective community partnerships • Science-based reading practices • Focus on skill trades • Multiple modes of instruction | <ul style="list-style-type: none"> • Early childhood education (free pre-k for all) • Online learning • Community & business partnerships |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

^Sour Apple – items identified as most concerning
 *Star – items identified as most exciting



**ESTABLISHED**

- Community service
- Restorative practices
- Support systems for all
- Curriculum adoption
- Access to technology
- Differentiation
- Student directed learning (secondary)
- Social Emotional Learning (SEL) practices
- Student choice

DISAPPEARING

- Accountability for attendance^
- Student engagement^
- Parent trust in schools^
- Suspension as first resort
- Memorization & regurgitation
- Single data point = success
- Whole language (reading instruction strategy)
- One size fits all
- Split classes
- Paper





Elementary Academic Data

- Relative to peers, above
- What groups do we need to target? Flat line growth in ELA & math (no growth in 9 years for ELA, since COVID for math)
- Science & social studies increase over time, still higher than peers
- ELA proficiency impacts science, math, social studies

Secondary Academic Data

- Positive findings
 - Leading like districts in test scores
 - History of attention to curriculum and continuous improvement
- Areas of opportunities
 - PSAT Math – Students who are college/career ready in math
 - Social studies standards
 - Re-focus class offerings

Personnel

- Positive findings
 - Benefits and salary
 - Increased staffing
- Areas of opportunities
 - Class sizes
 - Salary compression/internal admin recruitment
 - Still need more staff for support





Demographics and Enrollment

- Continued increasing enrollment
- Reevaluate ALP at each elementary, offer limited school of choice
- Attract families with young children; offer out of district GSRP families cont. in elementary
- ELA families
 - Language immersion program
 - School of choice opportunities
 - Build support for families

Finance

- Highest paid teachers for the past 12 years (certified)
- Low fiscal distress
- Opportunities
 - Planned spend down of fund balance
 - NPS could reduce/improve staff:pupil ratio
 - Improve salaries for building admins (in last place)
 - Bus/transportation costs (special education, athletics, extracurricular)
- Why is Northville bond rate so low? How do we address that? Communicate plan.



Northville Public Schools Strategic Plan Summary | 2026-2031

Mission

Through authentic partnerships, we create and expand opportunities for self-management, critical thinking, and stewardship in each learner.

Vision

We see, hear, and value each student while they discover their purpose as a kind, contributing member of society.

Board of Education

Carin Meyer – President
Melissa Stuart – Vice President
Lisa McIntyre – Treasurer
Dr. Kimberly Campbell-Voytal – Secretary
Ron Frazier – Trustee
Jena Mabrey – Trustee
Meredith Riggan Maurer - Trustee

Value Statement

Commitment to all:

Founded in belonging; focused on potential. We commit to a culture of respect and equitable access created **with** our students and staff. Through listening and engagement, we foster inclusion for all students across race, ethnicity, socioeconomics, abilities, and identities. We are a community rooted in relationships and trust where each student feels at home and able to thrive.

Strategic Goal Areas

**ACADEMICS &
PROGRAMS**

**CULTURE &
LEARNING
ENVIRONMENT**

**COMMUNICATIONS
& COMMUNITY
ENGAGEMENT**

**PERSONNEL &
LEADERSHIP**

OPERATIONS

Superintendent

R.J. Webber

Approved by Northville Board of Education on _____.

Northville Public Schools Strategic Plan Summary | 2026-2031

Academics & Programs

Goal Statement: Northville Public Schools will align curriculum, assessment, and programming to ensure all learners are equitably supported.

First Year Objective:

- Guaranteed and viable curriculum (GVC)

Learning Environment & Culture

Goal Statement: Northville Public Schools will create a culture where staff work with students, the community, and each other to support engagement and balance for the whole child.

First Year Objectives:

- Introduce a framework of a Professional Learning Community (PLC)
- Develop a MTSS Framework

Communications & Community Engagement

Goal Statement: In an effort to increase engagement, Northville Public Schools will streamline and coordinate clear and effective communication across the district.

First Year Objectives:

- Inventory communication apps/tools/programs
- Develop a streamlined communications structure, schedule and tools

Personnel & Leadership

Goal Statement: Northville Public Schools will prioritize personnel and leadership resources to support student and staff learning and well-being.

First Year Objective:

- Develop and implement a survey system/process to measure staff well-being and interest areas.

Operations

Goal Statement: Northville Public Schools will fund and modernize infrastructure to support best practices in teaching and learning.

First Year Objective:

- Start the master plan

Memo

TO: Board of Education
Dr. Ronald J. Webber

FROM: Devin Kling

DATE: May 5, 2026

RE: Recommendation to Select Fielding International for K–12 Facility Master Planning Services

Purpose:

The purpose of this memorandum is to formally recommend that the Northville Public Schools Board of Education approve the selection of Fielding International to provide K–12 Facility Master Planning Services. This recommendation is made on behalf of the Master Planning Committee following a comprehensive, multi-month review process.

BACKGROUND & COMMITTEE PROCESS

The Northville Public Schools Master Planning Committee was convened to identify and evaluate qualified firms capable of developing a comprehensive K–12 Facilities Master Plan for the district. The committee is composed of district leadership, building administrators, Board of Education members, and planning consultants, and includes the following members:

Dr. RJ Webber , Superintendent	Emily Pohlonski , Assistant Superintendent
Rebecca Pek , Assistant Superintendent	Devin Kling , Assistant Superintendent
Steve Banchemo , Director of Operations & Capital Projects	Andrew Piazza , Director of Technology
Melissa Stuart , Board of Education	Jena Mabrey , Board of Education
Michelle Kerns , LECOLE Planners	

Six proposals were received in response to the district’s Request for Proposals. Following a thorough review of all submissions against the district’s established selection criteria, the committee identified three firms as finalists: Woolpert, Sturtz & Company, and Fielding

International. Each finalist participated in a one-hour in-person interview on April 10, 2026, consisting of a 30-minute presentation followed by 30 minutes of committee questions.

RECOMMENDATION

Following committee deliberation, the Master Planning Committee unanimously recommends the selection of Fielding International, headquartered in Ferndale, Michigan, to serve as the district's K–12 Facility Master Planning consultant.

Fielding International is a Michigan-based, award-winning educational planning and design firm with a practice focused exclusively on K–12 learning environments. The committee's recommendation is grounded in the following factors:

- **Educational focus and alignment with district values.** Fielding's practice is centered on the relationship between physical learning environments and educational outcomes, not simply on building conditions. Their approach is driven by the question of what great learning looks like and how facilities can support it, which aligns directly with Northville's mission and strategic direction.
- **Strong Michigan and regional experience.** Fielding has completed or is currently engaged in master planning work with Novi, Chippewa Valley, Dearborn, Ann Arbor, and Portage, districts with profiles comparable to Northville. This regional familiarity brings immediate contextual understanding of Michigan school funding, community dynamics, and stakeholder expectations.
- **Robust community and stakeholder engagement model.** Fielding's proposed process includes a Design Advisory Team (DAT), multiple community town halls, an online survey, and six to eight focus groups across student, parent, staff, and community groups. The committee was impressed by the depth and intentionality of their engagement framework.
- **Experienced project team.** The proposed team is led by James Seaman, PhD, AIA, ALEP (Managing Principal), and includes Michael Posthumus (Learning Design Principal), Travis Pennock (Senior Designer), and Sara Melton (Senior Learning Designer), a multidisciplinary team with deep roots in K–12 educational visioning and planning.
- **Commitment to Northville.** Per the RFP requirements, Fielding has confirmed that the firm selected for this planning process will not be considered for future architect-of-record services, ensuring the master plan is developed independently and in the district's best interest.

PROPOSED FEE & PROJECT TIMELINE

Fielding International's proposal includes a lump-sum fee of \$160,000, structured across four phases spanning April 2026 through December 2027. The fee breakdown is as follows:

Phase	Estimated Window	Fee
Phase 1: Discovery	April – June 2026	\$35,000
Phase 2: Visioning	September – December 2026	\$45,000
Phase 3: District Roadmap (Master Planning)	January – June 2027	\$55,000
Phase 4: Finalization & Communication	September – December 2027	\$25,000
TOTAL PROJECT FEE		\$160,000

Note on Scope and Cost Adjustments

The fee above represents a lump-sum estimate based on the scope of work described in the district's RFP and Fielding's proposal. The actual cost of services may be adjusted based on the district's evolving needs, priorities, or budget. Fielding International has indicated a willingness to expand or streamline specific elements of the scope in conversation with district leadership. Additionally, certain services are not included in the base fee — such as independent enrollment projections, facility condition assessments, detailed cost estimating, architectural renderings, and outside speaker fees — and would be scoped and contracted separately if needed. Travel and out-of-pocket expenses (mileage, printing, and workshop materials) are reimbursable at cost and are not included in the lump-sum figure.

CONCLUSION

The Master Planning Committee is confident that Fielding International has the experience, methodology, and commitment to serve as a strong long-term partner for Northville Public Schools. Their work is grounded in educational values, driven by community voice, and designed to produce a master plan that is both actionable and compelling. The committee recommends their selection without reservation and looks forward to this important work on behalf of the students, staff, and community of Northville.

Devin Kling
Assistant Superintendent of Finance and Operations