

Goal #1: Academics

Provide all students rich, rigorous, and aligned curriculum and assessments in all subjects and grade levels while promoting academic achievement for all students.

		2016-17	2017-18	2018-19	2019-20	2020-21
1.1	<p>Promote instructional alignment and academic rigor across the district.</p> <ul style="list-style-type: none"> • Continue to construct and refine K-12 curriculum maps and pacing • Identify and train principal led teacher assessment teams • Pursue high impact instructional strategies through professional development that promotes differentiation for all students • Shift the focus to what students are doing and away from what the teacher is doing • Emphasize the professional growth portion of teacher and principal evaluation through ongoing and specific feedback 					
1.2	<p>Implement and expect the use of standards-aligned common assessments at each grade level and content area.</p> <ul style="list-style-type: none"> • Identify and train assessment teams of teachers and administrators • Review and recommend current assessments • Construct and recommend needed assessments • Staff assessment handbook will define impact of assessments on student learning 					

1.3	<p>Explore alternatives to textbooks as curriculum resources.</p> <ul style="list-style-type: none"> • <i>Web based platforms and tools</i> • <i>On line subscriptions</i> • <i>Data bases</i> • <i>Community connections</i> • <i>Assistive technologies</i> • <i>Field trips</i> • <i>E books</i> 					
1.4	<p>Promote a consistent MTSS (Multi-Tiered Systems of Support) process district-wide.</p> <ul style="list-style-type: none"> • <i>Facilitate the sharing of information and the building of district wide consensus to support MTSS by identifying stakeholders</i> • <i>Provide information about MTSS practices- definition, components, research, benefits, barriers, required commitments and resources needed to implement the MTSS model</i> • <i>Construct a model that outlines and supports the district's MTSS process</i> <ol style="list-style-type: none"> <i>Professional Development plan is created</i> <i>Develop district/building handbook</i> • <i>Identify the strategies for decision making about the necessary components of MTSS across universal, strategic and intensive instruction</i> • <i>Develop a plan to develop strong well trained school based problem solving teams that can provide "on the ground" support for all stakeholders</i> • <i>Implement a multiyear professional development plan that provides ongoing and sustained support for MTSS implementation</i> 					

Goal #2: Continuous Improvement

Strengthen the District's Mission through strategic planning, data analysis, and professional development thus building a culture based on high expectations, respect, accountability, and excellence.

		2016-17	2017-18	2018-19	2019-20	2020-21
2.1	<p><i>On an annual basis, develop a district-wide aligned professional development plan for administrators based on trending data and research-based best practices in order to support the educators in the classroom.</i></p> <ul style="list-style-type: none"> <i>Identify the needs using available data document in professional growth plan goals</i> <i>Model expectations of developing professionally by participation with educators in their buildings</i> <i>Pursue opportunities to meet and exceed district priorities outside of district-scheduled professional development</i> <i>Facilitate or ensure opportunities for new learning to be shared</i> 					
2.2	<p><i>On an annual basis, develop a district-wide aligned professional development plan for educators based on trending data and research-based best practices.</i></p> <ul style="list-style-type: none"> <i>Identify the needs using available data Document in professional growth plan goals</i> <i>Provide for outside opportunities for individual professional development when transferable and replicable</i> <i>Facilitate or ensure opportunities for new learning to be shared</i> 					

2.3	<p>Identify "potential" areas of growth based on staff feedback.</p> <ul style="list-style-type: none"> • <i>District Leadership Team (DLT)</i> • <i>Building Leadership Team (BLT)</i> • <i>Leaders meetings</i> • <i>Special Education Steering Committee</i> • <i>Other focus groups identified as providing valuable feedback for the improvement of the district mission</i> 					

Goal #3: Human Resources and Infrastructure

Recruit and retain high quality effective teachers and leaders and provide all students and staff a safe atmosphere and quality facilities that will support success for all.

		2016-17	2017-18	2018-19	2019-20	2020-21
3.1	<p>Create and maintain high-quality job descriptions for all district employees.</p> <ul style="list-style-type: none"> Contract with Whittle and Associates for approximately 60 positions with an anticipated completion date of November 1, 2015 Revise job descriptions annually as needed and complete by May 30 Obtain Board approval annually by August 1, if needed 					
3.2	<p>Work to further establish relationships with local universities and county agencies to increase the number of quality applicants we receive for employment.</p> <ul style="list-style-type: none"> Job Fair attendance-contact 15 universities per school year Establish relationships with veterans' job centers such as Summit County Veterans Services Center and meet with them on a quarterly basis Increase substitute recruiting efforts through our work with the public relation consultant via the website, newspapers, robo-call, and service organizations lines of communications Promote workplace diversity 					
3.3	<p>Explore the feasibility of digital personnel files transition.</p> <ul style="list-style-type: none"> Seek bids from at least 3 vendors and run cost analysis 					
















3.4	<p>Develop a District Wellness Program with a corporate sponsor subsidy.</p> <ul style="list-style-type: none"> <i>Akron General Wellness Center partnership</i> <i>Western Reserve partnership</i> <i>District wide incentive programs</i> <i>Continue to promote Tri-County Assistance program for emotional wellness</i> <i>Create building crisis teams and procedures</i> 					
3.5	<p>Begin to study best practices regarding win-win situations for consideration for 2017 collective bargaining.</p>					
3.6	<p>Develop a five year building maintenance plan for all buildings and devise a plan to fund it.</p> <ul style="list-style-type: none"> <i>All school buildings</i> <i>Athletics/Fine Arts Facilities</i> <i>Transportation Department</i> <i>Board of Education Office/Central Office</i> <i>Maintain Holy Family Auxiliary Unit</i> 					
3.7	<p>Revise district and building security plans and procedures in cooperation with all enforcement agencies as well as with the cities of Stow and Munroe Falls.</p> <ul style="list-style-type: none"> <i>Complete grant work w/University of Findlay and Homeland Security</i> <i>Collaborate with Stow & Munroe Falls, city, county and state emergency responders on emergency plan and procedures</i> <i>Collaborate with Stow & Munroe Falls emergency responders on emergency drills</i> <i>Implement A.L.I.C.E. and emergency procedures with all new employees at employee orientation</i> 					

3.8	<p>Explore shared services with business entities lying within the city in order to increase efficiency for our residents while also reducing costs.</p> <ul style="list-style-type: none"> • Explore potential options of moving Board of Education office to City Hall and Safety Center • Cooperative Salt purchases with Stow • Continue partnership with Akron General Wellness programs and use of swimming facilities, sports medicine • Continue partnership with Western Reserve Hospital Wellness programs and fitness equipment, sports medicine 					
3.9	<p>Gain Board and Community input to address the overcrowding issues at our elementary buildings in order to discuss options and start putting solutions into action.</p> <ul style="list-style-type: none"> • Gather input from consultant polling • Conduct consultant focus groups • Collaborate with school and civic organizations, gathering feedback and input • Schedule meetings with administrators, Board members and community members • Implement plan to address overcrowding issues 					

Goal #4: Finances

Explore traditional and alternative funding sources while ensuring efficient and effective use of those resources in order to maintain opportunities for educational success for all students.

		2016-17	2017-18	2018-19	2019-20	2020-21
4.1	<p>Continue to look for Title, Budgetary, and Grant opportunities.</p> <ul style="list-style-type: none"> • Title I funds knowledge acquisition to grow services and receive the most out of our funding • Retention of Title I Coordinator through the use of Title I funds • Make use of all ESC funding opportunities Building Level Tech Support Student Support Services Co-Curricular Supplementals Public Relations Consultant • Engage administrators in zero-based budgeting making them more accountable and detail-oriented with their finances • Explore grant writing consultation 					
4.2	<p>Grow the Bulldog Online Academy enrollment by 10% each year over the next five years.</p> <ul style="list-style-type: none"> • Recruitment efforts • Targeting of home schooled and online students 					

4.3	<p>Explore ways to reduce district paper and printing costs.</p> <ul style="list-style-type: none"> • <i>Google meeting agendas and materials</i> • <i>Applitrack for employment</i> • <i>Aesop for absences and substitutes</i> • <i>BoardDocs for Board agendas</i> • <i>Transfinder for field trips and bus routing</i> • <i>Same Goal IEP meeting documents</i> • <i>Final Forms for athletic forms</i> • <i>Job Router online registration</i> • <i>Use of storage and microfilm (ie. Casnet and Guardian) or other vendors to keep necessary files and reports</i> • <i>Phase out and disposal of outdated texts and resources</i> 										
4.4	<p>Explore ways to reduce energy and fuel costs.</p> <ul style="list-style-type: none"> • <i>HB 264-Windows</i> • <i>HB 153-Boilers</i> • <i>Resolution to become a Green District</i> • <i>Agreement with Ohio Schools Council for best energy and natural gas rates</i> 										



Goal #5: Technology

Provide all staff and students with the technological infrastructure, tools, and integration support needed to maximize potential in all aspects of district operations.

		2016-17	2017-18	2018-19	2019-20	2020-21
5.1	<p>Infrastructure Refreshment/Expansion</p> <ul style="list-style-type: none"> Replacement of network switches-replace old switches with current updated Cisco switches at a rate of 70% by the end of 2016 Expansion of electronic storage to support data warehouse activities and curricular enhancements. (Baseline will be established by 2018, but process will be on going) 					
5.2	<p>Improve district wide wireless capabilities to address system inefficiencies.</p> <ul style="list-style-type: none"> Install needed access points and drops in identified areas Identify peripherals that can be implemented to increase academic and operational efficiencies Develop a comprehensive maintenance and repair process to decrease down time 					
5.3	<p>Update telephone and emergency response systems to function through a Voice Over Internet Provider (VOIP).</p> <ul style="list-style-type: none"> Research the various financial options (i.e. lease, purchase, lease-purchase) Implementation of system and training of staff 					

5.4	<p><i>Inventory, assess, upgrade, and replace technology tools based on district and curricular goals.</i></p> <ul style="list-style-type: none"> • <i>Develop a laptop and battery rotational schedule for staff. (Baseline established 2016-2017 but plan is ongoing)</i> • <i>Develop a rotational technology plan for each building</i> 					
5.5	<p><i>Create a technology integration coordinator position.</i></p> <ul style="list-style-type: none"> • <i>Provide staff and students with high quality instructional support</i> • <i>Align integration opportunities with state and district expectations</i> • <i>Coordinate the efforts of the Academic Integration Specialists and Library Media Specialists</i> • <i>Audit and maintain software licenses, software subscriptions, and applications</i> 					
5.6	<p><i>Create a system for technology support to improve response time and efficiency.</i></p> <ul style="list-style-type: none"> • <i>Create technology and facility maintenance Help Desks to allow staff to report issues remotely and receive an immediate response</i> • <i>Collect data to create a management report to allow for greater efficiencies</i> 					
5.7	<p><i>Explore alternative technologies and curricular delivery models that maximize student learning</i></p>					

6.3	<p>Gather community feedback in order to assist strategic decision making and action steps.</p> <ul style="list-style-type: none"> • Use consultant to assist in survey development, distribution, and analysis of community data • Study recommendations for feasibility 	 	 	 	 	 
6.4	<p>Develop an annual State of the Schools presentation to be given at February Board of Education Meeting.</p> <ul style="list-style-type: none"> • Develop presentation with assistance of Cabinet and consultant • Record presentation for posting on website, Facebook and other media 	 				
6.5	<p>To research ways to expand partnerships with business owners and leaders within the community.</p> <ul style="list-style-type: none"> • Identify current partnerships and what they are doing in support of the school district • Develop and present recommendations for expanding those partnerships • Present recommended data to the Board of Education • Measure and report success by how many additional partnerships were created and the benefits they've had to the district • Schedule presentation times with local community organizations 	 	  			
6.6	<p>To enhance the relationship with the local media through distribution of positive news stories; and, centralized messages of importance to the entire community.</p> <ul style="list-style-type: none"> • Use the 2015-2016 school year to set the benchmark for the remainder of the years covered by this strategic plan • Report and measure success by the number of positive stories submitted to the local media 					

6.7	<p><i>To publicly recognize individuals who support the district in significant ways.</i></p> <ul style="list-style-type: none"> <i>Develop a current recognition mechanism</i> <i>Continue to honor wall of fame and Distinguished Alumni</i> 					
6.8	<p><i>Develop communication tools for real estate companies and families new to the district that displays both a specific look at buildings in the case of families and a comprehensive look at the district for the real estate companies.</i></p> <ul style="list-style-type: none"> <i>Determine the relevant data points</i> <i>Gather and evaluate current data</i> <i>Develop communication medium</i> <i>Have the communication tools available in print for and online for the real estate companies and families</i> 	