2013-2018 STRATEGIC PLAN: PREPARING OUR STUDENTS FOR TOMORROW'S CHALLENGES"

Strategic Goals

During the 2012-2013 school year, a Strategic Steering Committee of over 60 Kent residents met to review information from a Kent State random-sample Community Survey (December, 2012). Later, the Strategic Steering Committee reviewed the Parent Survey (April, 2013), comprised of the same questions.

Not surprisingly, the results of both surveys were very similar. Agreement between both surveys' results helped the Committee to take the next step.

Specific goals and objectives were developed and reviewed by the Strategic Steering Committee. These goals and objectives were written and organized in categories.

What happened next was a large community forum on September 16, 2013. At this forum, 77 Kent citizens and staff members engaged in focus groups around four strategic areas:

- Academic achievement (i.e., curriculum/programs, staff development/personnel)

- Facilities and Fiscal Planning (includes safety/climate/culture)

- Global Awareness (i.e., citizenship, economy and tolerance)

- Technology (i.e., technology and communications/community relations)

Importantly, focus groups suggested many strategies to carry-out strategic goals and objectives. Thus, "Suggested Strategies" are included in the tables of goals and objectives that follow.

A final large community forum is needed on October 21, 2013, to ask all participants the culminating question:

"Is this what we heard you say on September 16?"

All participants now have reviewed the tables of goals, objectives and strategies. Beginning in 2013, goals and objectives will be addressed by "Goal Action Teams" from 2013 to 2018. Such teams, comprised of administration, staff, and community, will monitor district progress on all goals.

2013-2018 STRATEGIC PLAN: "PREPARING OUR STUDENTS FOR TOMORROW'S CHALLENGES"

FIRST STRATEGIC AREA: ACADEMIC ACHIEVEMENT

A. Curriculum/Programs

Goal: Differentiate instructional opportunities for students

Objectives   Suggested Strategies

Objectives	Suggested Strategies
1. Develop individualized intervention plans (for both remediation and enrichment)	Provide individualized curriculum and instruction (e.g., one-on-one and small group instruction)
2. Track the effectiveness of intervention programs systematically through the use of classroom, state, and nationally normed assessments	Monitor district and state testing results by analyzing the data as they come from state of Ohio, Success web site, and Value-Added web site (item analysis)
3. Expand the definition of giftedness to include the Arts and Performing Arts	Include Kent State post-secondary opportunities to serve gifted students

Goal: Improve instruction through data analysis

Objectives   Suggested Strategies

Objectives	Suggested Strategies
4. Maintain excellence in teaching and learning through data-based decisions	
• Align curriculum with Ohio testing program	Adjust curriculum (content area/grade levels) as Ohio standards change
• Support instructional practices through data analysis	Prepare for computer-based PARCC testing by the state
	Monitor student progress through technology measures (STAR reading/math)
• Provide intervention that is appropriate to all students	Implement Third Grade Reading Guarantee (early literacy starts in kindergarten)
	Provide individualized curriculum and instruction (Response to Intervention – RTI)
• Use classroom assessments to improve instruction	Do short-cycle assessments more often and do common assessments (pre/midway/post) *for* learning and *of* learning
• Implement local and state testing to determine student progress	Focus on "core" learning (i.e., reading, writing, math, social studies) and ensure balance with other curricular areas

5. Ensure that adequate data points are used to determine progress and modify instruction	Do frequent progress monitoring

Goal: Develop curriculum maps and common assessments aligned with standards

Objectives   Suggested Strategies

6. Ensure that all students can read to their full potential	Ensure advanced levels of reading and math
	Give equal support for gifted as well as academically challenged
	Implement Third Grade Reading Guarantee (early literacy starts in kindergarten)
• Provide intervention in reading that is age-appropriate	Teach basic learning techniques earlier
• Support enrichment in reading materials for all students	Ensure age-appropriate materials with appropriate skill-level
7. Ensure that instruction in all content areas is supported with curriculum maps and common assessments	Integrate curriculum to make connections whenever possible

B. Staff Development/Personnel

Goal: Continue excellence in recruiting and selecting staff members

Objectives   Suggested Strategies

1. Kent City Schools should seek the best person for an open position (best possible candidate) while considering a balance between:	
• Experience (and degrees)	Continue recruiting at career fairs
• Cost (of experience and degrees)	Monitor budget
2. Assess teacher candidates' knowledge of best practices, including technology to enhance and improve instruction (viz., 21st Century Skills)	Professional development: "teachers teaching teachers," especially with regard to technology
	If teachers receive training, they need the tools—provide teachers with the tools to utilize the new knowledge
	Use more Kent State training seminars for teachers
3. Assess administrator/teacher candidates' knowledge of innovation and willingness to think outside the box	Especially consider technology; "think outside the box"

Goal: Provide ongoing staff development to improve instruction

Objectives | Suggested Strategies

Objectives	Suggested Strategies
4. Provide technology inservice to new teachers	Teachers must be taught the value and use of different technology tools
5. Improve technology skills of current staff	Use Kent State and Western Reserve professional development workshops
	Utilize role of Technology Coordinator
6. Improve data-analysis skills of teachers	Use professional development tools provided by district and the state (i.e., ODE Success web site, NEOTECH Conference, E-Tech Conference, webinars)
	Meet as grade levels/curricular groups (training in school)
	Utilize Director of Data Analysis to assist teachers with data analysis
7. Better utilize the expertise of Kent State faculty to improve instructional practices	Introduce more students and teachers to Kent State resources
8. Better utilize staff strengths to share knowledge and information through district/building inservices	Share "mobile technology tools" and "best practices" among teachers
9. Provide inservice on new Ohio curriculum standards	Use grade-level/department meetings (ongoing) to discuss and create curriculum/assessments related to the Common Core
10. Improve instruction through inservice on classroom assessments	Continue current practice

Goal: Sustain excellence in teaching and learning

Objectives | Suggested Strategies

Objectives	Suggested Strategies
11. Implement training on new teaching standards and teacher evaluation	Align with state standards (Ohio Teacher Evaluation System – OTES)
12. Support teachers with training on data analysis	Use progress-monitoring tools such as STAR reading and math
	Use professional development tools provided by the district and the state
13. Implement local and state testing to determine student progress and to maintain excellence in the classroom	Align with state standards but spend more time teaching than testing

<div align="center">**SECOND STRATEGIC AREA: FACILITIES & FISCAL PLANNING**</div>

A. Facilities

Goal: Study current facilities issues and recommend solutions

Objectives | Suggested Strategies

Objectives	Suggested Strategies
1. Evaluate District traffic flow and parking needs and explore future facility needs	Continue to explore options, including assessment by a college urban planning program
• Study and improve traffic flow on secondary campus	Get community support for major and minor changes in facilities, including parking lots
• Analyze each elementary building's traffic flow problems	Continue to explore options
2. Perform cost analysis of operations such as the swimming-pool operation	Partner with Kent Parks and Recreation for building use and pool programs
	Determine pool staffing levels to meet student and community needs

Goal: Continue commitment to Permanent Improvement (PI) funding

Objectives | Suggested Strategies

Objectives	Suggested Strategies
3. Continue efforts to maintain investment in our buildings	Develop new sources of revenue to upgrade facilities
	Identify key community members to spearhead a fundraising campaign
4. Sustain annual district commitment to Permanent Improvement (PI) improvements	Maintain and consider increasing Permanent Improvement (PI) funding from General Fund

Goal: Explore all options for uses of current facilities

Objectives   Suggested Strategies

Objectives	Suggested Strategies
5. Evaluate elementary facility needs in light of enrollment trends	Study grade-level vs. neighborhood elementary schools
6. Remove or replace temporary outside classrooms at Holden, Longcoy, and Walls with permanent alternatives, as needed or as available	Eliminate the use of trailers as classrooms

B. Finance

Goal: Review optimal uses of fiscal resources

Objectives   Suggested Strategies

Objectives	Suggested Strategies
1. Continue annual program of cost savings	Maximize length of operating levy life cycle
2. Explore opportunities for shared services to reduce costs	Examine all cost centers

Goal: Investigate multiple sources of revenues

Objectives   Suggested Strategies

Objectives	Suggested Strategies
3. Pursue alternate sources of revenue (grants, donations, etc.)	Explore external support for aging facilities, especially athletics
	Develop new sources of revenue for educational programing
	Develop corporate partners for support (enlist aid of grant writer)
4. Explore ways to partner with Kent City Schools Foundation to develop and utilize resources and donations	Develop publicity for the Foundation and include on district web site
5. Continue progress on alumni association to sustain support from district graduates	Engage alumni for financial support to renovate aging facilities
6. Continue fiscal stability through proactive levy planning	Continue cost-savings measures, financial forecasting, and benchmarking

Goal: Examine all areas of expenditures

Objectives	Suggested Strategies
7. Examine allocation of resources to support the strategic plan, among other areas	Seek business partnerships
	Seek outside funding and sponsors
	Apply for grant programs
8. Develop relationships with Kent State to leverage services (e.g., KSU interns, mentoring)	Enhance relationships and partnerships opportunities with Kent State

Goal: Review all options for communicating with the public about district finances

Objectives	Suggested Strategies
9. Invite business community to interact and collaborate with the district (examples: strong schools are a pillar of the business community; "Back-to-School" days for business community, etc.)	Create calendar for involvement by the business community
10. Review and examine alternative methods of communicating district finances to community	Hold meetings with community to seek support (e.g., facilities changes and operating needs) and report meeting results on district web site
	Get community and alumni support for changes

C. Safety/Climate/Culture

Goal: Study all possible alternatives to ensure student and staff safety

Objectives	Suggested Strategies
1. Review internal/external safety and expand current safety practices	Started school without SRO; secure SRO per levy promise (SRO = School Resource Officer)
	Take attendance often; reduce number of people in buildings; use card-swipe visitor passes
2. Expand student understanding of school safety (e.g., bullying, harassing, etc.)	Replace "tolerance" with "respect"
3. Expand ALICE training of staff, students, and parents (i.e., Alert, Lockdown, Inform, Counter, and Evacuate)	Incorporate peer-led education on cultures

• Develop community/neighborhood support for ALICE and other safety measures	Develop innovative ways to address challenges of a new world
	Teach to student weaknesses—help them, correct them
• Continue/expand inclusion, anti-bullying programs, etc.	Replace "tolerance" with "respect"
• Continue building safety committees	Know individual building needs
• Review all options for increasing and securing student and staff safety	Continue to upgrade security measures and teach responsible use of technology

Goal: Explore all aspects of student and staff wellness

Objectives   Suggested Strategies

Objectives	Suggested Strategies
4. Continue commitment to school wellness and fitness of students and staff	Develop staff programs
5. Review nutritional value of all food and drink sold to students and staff	Seek input and communication from food services company (ARAMARK)
6. Review and develop school counselors' and psychologists understanding of mental health and wellness issues	Provide professional development

Goal: Review and implement all plans for emergencies and crises

Objectives   Suggested Strategies

Objectives	Suggested Strategies
7. Evaluate current emergency preparedness plans	Review with administration
8. Review pandemic plans	Use outside resources to review (e.g., City of Kent Health Department)

THIRD STRATEGIC AREA: GLOBAL AWARENESS

Goal: Expand efforts to prepare students for global economy and diversity

Objectives	Suggested Strategies
1. Integrate global-awareness-diversity discussions in existing courses	Incorporate cultural competency (e.g., classroom lessons, cultural food days, virtual field trips with partner international schools, etc.)
	Incorporate global-cultures awareness in instruction
2. Implement sensitivity training in diversity discussions	Incorporate discussions about empathy

Goal: Incorporate 21st-century skills into all programs

Objectives	Suggested Strategies
3. Incorporate 21st-century skills into curriculum	Expand global culture and language learning as a 21st-centry skill
	Teach foreign languages earlier
	Develop and provide K-12 perspectives of 21st-century skill list
	Post on district web site
4. Provide staff development on 21st-century skills	Evaluate students other than testing: service learning and creative problem solving
	Incorporate global-cultures awareness in instruction

Goal: Examine all possible options for enhancing global awareness

Objectives	Suggested Strategies
5. Evaluate Student Code of Conduct for clear expectations annually	Implement "student review board" for creation, input and accountability to include cultural competency
	Give lessons in ethics
6. Develop global awareness	Teach more variety in foreign languages and cultures
	Take local cultural field trips
	Increase opportunities for connecting with other cultures, including the following strategies:
	Create theme days of different cultures
• Enhance understanding of other cultures	Host cultural food days in cafeteria
• Form groups to explore diversity	Encourage pen pal groups with other countries

• Enact a proactive approach	Visit virtual classrooms with "Skype"
	Track students moving within the district
	Visit international companies
7. Expand ELL programming to meet increasing needs in KCSD population	Partner with KSU
	Enact a proactive approach

FOURTH STRATEGIC AREA: TECHNOLOGY

A. Technology

Goal: Expand use of technology by staff and students

Objectives	Suggested Strategies
1. Incorporate balanced integration of technology in the classroom and in the board-approved curriculum	Maintain balance between technology and face-to-face connections
2. Leverage technology to improve critical-thinking and problem-solving skills	Use a "good mix" of technology to help students think critically and solve problems
3. Provide staff and students with access to Internet resources	Expand wireless access
	Teach "hybrid" courses of online and face-to-face mix
• Upgrade technology infrastructure to support Internet access	Upgrade network and band width
• Authorize use of student-owned, hand-held technologies	Incorporate mobile technology devices for teacher and student use to learn content
• Create protocol to monitor access according to acceptable use of Internet	Each student should have access to personal technology
4. Use technology to prepare students with all 21st-century skills	Incorporate technology with 21st-century lessons

Goal: Expand staff development on uses of technology

Objectives	Suggested Strategies
5. Increase teachers' ability to integrate technology in the classroom by incorporating inservice time dedicated to technology	Keep teachers up-to-date with changing technology and re-activate regular meetings of the district technology committee to help keep up with new developments and teacher collaboration
6. Promote intradistrict sharing of best practices in instructional technology	Share mobile, district-wide technology tools through professional development
7. Package/schedule sharing of technology tools across district	Share mobile district-wide technology tools through professional development
	Purchase technology tools that are mobile

8. Attend professional meetings to expand knowledge of technology tools	Keep teachers up-to-date with changing technology
9. Utilize Technology Coordinator's role to develop teachers' knowledge	Keep teachers up-to-date with changing technology and re-activate district technology committee under direction of Technology Coordinator
	Work toward uniformity with regard to digital parent/student communication and other digital tools

Goal: Update district web site to enhance instruction and communication

Objectives   Suggested Strategies

10. Increase parental engagement/monitoring of student progress	Expand use of Progress Book and other digital tools to include regular updates from teachers
11. Encourage/provide time for teachers to keep current blogs and online grade postings for parents/guardians	Expand use of Progress Book and other digital tools to include regular updates for all parents, including student activities
12. Educate students/parents/community on the appropriate use and etiquette on technology	Develop students' social skills and appropriate use of "texting" and social media

Goal: Maintain district and building technology budgets

Objectives   Suggested Strategies

13. Provide budgets for buildings to replace and improve technology	Replace obsolete hardware and software
	Consolidate purchases and discontinue disjointed technology purchases
	Provide "mobile labs" to replace current labs and provide classroom sets of hand-held mobile technology devices
14. Inform staff on the role of technology and use of technology budgets	Explore digital materials in place of hard-copy materials
	Incorporate "mobile" technology tools to share resources
	Create partnerships with businesses as "test beds" for new technology

B. Communications/Community Relations

Goal: Increase use of technology to communicate with the Kent public

Objectives	Suggested Strategies
1. Create a data base with information open to parents and students for each individual student's extra-curricular schedule	Create uniform and equal access to technology for all
2. Integrate traditional and social media to reach a wider audience	Create uniform and equal access to technology for all and include social media in teacher professional development
3. Make parts of the Roosevelt student publication, *Colonel*, available online to community (people are asking for student-generated articles or information)	Post on district web site
4. Upgrade district and building web sites to meet parent and student needs	Utilize Progress Book and other digital tool updates
5. Increase communications through district web site and other digital tools	Increase community engagement by providing board members' e-mails on web site to be easily accessed
• Budget for expansion and maintenance of web sites	Continue building technology budgets
• Utilize web sites to serve staff, students, parents, and community	Provide proper and uniform communication to families when curriculum changes are made
• Upgrade district and building web sites to meet parent and student needs	Expand use of Progress Book and other digital tools to regular updates for parents
6. Utilize advanced technology to reach parents and staff	Continue communications sent by e-mail and other digital forms
• Continue use of parent broadcasts to inform parents at district and/or building levels	Self-explanatory
• Continue use of local media to report school closures and other emergencies	Self-explanatory

Goal: Review and expand as needed all current written communications to the public

Objectives   Suggested Strategies

Objectives	Suggested Strategies
7. Continue current written communications	See examples below.
• Publish three "FOCUS" community newsletters (fall, winter, spring)	"FOCUS"—continue
• Publish "Kent School Talk" in Record-Courier throughout the school year	"Kent School Talk"—continue
• Continue monthly newsletters to parents, to include Superintendent's "UPDATE" letters	"UPDATE" letters—hard copy and web site
• Continue to publish weekly "It's Friday" bulletins to staff	"It's Friday!"—electronic media only

Goal: Continue and expand community forums to improve two-way communications

Objectives   Suggested Strategies

Objectives	Suggested Strategies
8. Continue to use forums such as meetings, focus groups, community surveys, etc.	Use face-to-face community forums and other means to keep parents & nonparents involved
	Increase communication and compassion for immigrant families
	Do Parent workshops (face-to-face)
• Continue "Kent Schools Coffee Talk" before board meetings during the school year and increase publicity in order to increase attendance	Do at each school building during school year
• Continue cycle of five-year strategic plans (2013-2018, 2018-2023, etc.)	Post strategic plan online; highlight new changes