

## **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

|   |  |
|---|--|
| 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

|   |  |
|---|--|
| 4. Maintain excellence in teaching and learning through data-based decisions                                      |  |
| <ul style="list-style-type: none"> <li>Align curriculum with Ohio testing program</li> </ul>                      | Adjust curriculum (content area/grade levels) as Ohio standards change   |
| <ul style="list-style-type: none"> <li>Support instructional practices through data analysis</li> </ul>           | Prepare for computer-based PARCC testing by the state  |
|   | Monitor student progress through technology measures (STAR reading/math)   |
| <ul style="list-style-type: none"> <li>Provide intervention that is appropriate to all students</li> </ul>        | Implement Third Grade Reading Guarantee (early literacy starts in kindergarten)  |
|   | Provide individualized curriculum and instruction (Response to Intervention – RTI)                                     |
| <ul style="list-style-type: none"> <li>Use classroom assessments to improve instruction</li> </ul>                | Do short-cycle assessments more often and do common assessments (pre/midway/post) <i>for learning and of learning</i>  |
| <ul style="list-style-type: none"> <li>Implement local and state testing to determine student progress</li> </ul> | 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) |
| <ul style="list-style-type: none"> <li>• Provide intervention in reading that is age-appropriate</li> </ul>  | Teach basic learning techniques earlier   |
| <ul style="list-style-type: none"> <li>• Support enrichment in reading materials for all students</li> </ul> | 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:           |  |
| <ul style="list-style-type: none"> <li>• Experience (and degrees)</li> </ul>   | Continue recruiting at career fairs  |
| <ul style="list-style-type: none"> <li>• Cost (of experience and degrees)</li> </ul>   | 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  |
|---|---|
| 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  |
|---|---|
| 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      |

## SECOND STRATEGIC AREA: FACILITIES & FISCAL PLANNING

### A. Facilities

#### Goal: Study current facilities issues and recommend solutions

| 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   |
| <ul style="list-style-type: none"> <li>• Study and improve traffic flow on secondary campus</li> </ul>       | Get community support for major and minor changes in facilities, including parking lots |
| <ul style="list-style-type: none"> <li>• Analyze each elementary building's traffic flow problems</li> </ul> | 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  |
|--|---|
| 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

|  |   |
|--|---|
| 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

|  |  |
|--|--|
| 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

|   |   |
|---|---|
| 3. Pursue alternate sources of revenue (grants, donations, etc.)  | Explore external support for aging facilities, especially athletics     |
|   | Develop new sources of revenue for educational programming              |
|   | 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   |

|  |   |
|--|---|
| <ul style="list-style-type: none"> <li>• Develop community/neighborhood support for ALICE and other safety measures</li> </ul> | Develop innovative ways to address challenges of a new world                  |
|  | Teach to student weaknesses—help them, correct them                           |
| <ul style="list-style-type: none"> <li>• Continue/expand inclusion, anti-bullying programs, etc.</li> </ul>                    | Replace “tolerance” with “respect”  |
| <ul style="list-style-type: none"> <li>• Continue building safety committees</li> </ul>  | Know individual building needs  |
| <ul style="list-style-type: none"> <li>• Review all options for increasing and securing student and staff safety</li> </ul>    | Continue to upgrade security measures and teach responsible use of technology |

**Goal: Explore all aspects of student and staff wellness**

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

|  |  |
|--|--|
| 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-century skill                 |
|   | Teach foreign languages earlier   |
|   | Develop and provide K-12 perspectives of 21 <sup>st</sup> -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  |

|  |   |
|--|---|
| <ul style="list-style-type: none"> <li>• Enact a proactive approach</li> </ul> | 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                               |
| <ul style="list-style-type: none"> <li>• Upgrade technology infrastructure to support Internet access</li> </ul>              | Upgrade network and band width  |
| <ul style="list-style-type: none"> <li>• Authorize use of student-owned, hand-held technologies</li> </ul>                    | Incorporate mobile technology devices for teacher and student use to learn content  |
| <ul style="list-style-type: none"> <li>• Create protocol to monitor access according to acceptable use of Internet</li> </ul> | Each student should have access to personal technology                              |
| 4. Use technology to prepare students with all 21st-century skills  | Incorporate technology with 21 <sup>st</sup> -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, <i>Colonel</i> , 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                |
| <ul style="list-style-type: none"> <li>• Budget for expansion and maintenance of web sites</li> </ul>  | Continue building technology budgets   |
| <ul style="list-style-type: none"> <li>• Utilize web sites to serve staff, students, parents, and community</li> </ul>   | Provide proper and uniform communication to families when curriculum changes are made                              |
| <ul style="list-style-type: none"> <li>• Upgrade district and building web sites to meet parent and student needs</li> </ul>   | 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   |
| <ul style="list-style-type: none"> <li>• Continue use of parent broadcasts to inform parents at district and/or building levels</li> </ul>                           | Self-explanatory   |
| <ul style="list-style-type: none"> <li>• Continue use of local media to report school closures and other emergencies</li> </ul>                                      | Self-explanatory   |

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

Objectives

Suggested Strategies

|   |   |
|---|---|
| 7. Continue current written communications  | See examples below.                     |
| <ul style="list-style-type: none"> <li>• Publish three “FOCUS” community newsletters (fall, winter, spring)</li> </ul>                    | “FOCUS”—continue                        |
| <ul style="list-style-type: none"> <li>• Publish “Kent School Talk” in Record-Courier throughout the school year</li> </ul>               | “Kent School Talk”—continue             |
| <ul style="list-style-type: none"> <li>• Continue monthly newsletters to parents, to include Superintendent’s “UPDATE” letters</li> </ul> | “UPDATE” letters—hard copy and web site |
| <ul style="list-style-type: none"> <li>• Continue to publish weekly “It’s Friday” bulletins to staff</li> </ul>                           | “It’s Friday!”—electronic media only    |

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

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)  |
| <ul style="list-style-type: none"> <li>• Continue “Kent Schools Coffee Talk” before board meetings during the school year and increase publicity in order to increase attendance</li> </ul> | Do at each school building during school year   |
| <ul style="list-style-type: none"> <li>• Continue cycle of five-year strategic plans (2013-2018, 2018-2023, etc.)</li> </ul>  | Post strategic plan online; highlight new changes                                       |