



2025 Strategic Plan

Board Work Session
August 17, 2021

Presentation Goals

- ❖ Revisit 2025 strategic plan presented in March
- ❖ Share 2025 goal metrics
- ❖ Highlight year 1 department plans
- ❖ Share plan monitoring structure and process

Presenters

- ❖ Elizabeth Kirby, Superintendent
- ❖ Scott Gainer, CFO/Treasurer
- ❖ Felisha Gould, Assistant Superintendent of Educational Services
- ❖ Dr. Paul Lombardo, Assistant Superintendent of HR & Operations
- ❖ Robert Swaggard, Director of Curriculum & Instruction
- ❖ Karen Liddell-Anderson, Director of Student Services
- ❖ George Petkac, Director of Business Services
- ❖ Cathan Cavanaugh, Supervisor of Communications

Key Terms

- ❖ BLAP – Building Level Action Plan
- ❖ [CTE](#) – Career and Technical Education
- ❖ [IB](#) – International Baccalaureate
- ❖ [AVID](#) – Advancement Via Individual Determination
- ❖ [NCS](#) – National Student Clearinghouse
- ❖ [AP](#) – Advanced Placement
- ❖ [OhioES](#) – Ohio Teacher Evaluation System 2.0
- ❖ [GYO](#) – Grow Your Own Program (ODE Human Capital Grant)
- ❖ [NNPS](#) – National Network of Partnership Schools
- ❖ [PBIS](#) – Positive Behavioral Intervention and Supports
- ❖ MTSS – Multi-tiered systems of support
- ❖ [PPS](#) – Post-secondary planning system

Planning Timeline

- ❖ Engaged Janus Small Associates as facilitator in January 2020
- ❖ Formed Strategic Planning Committee made up of representatives from the Board of Education, administration, educators, staff, parents, and community members who together represent diverse backgrounds and perspectives in February 2020
- ❖ Surveyed staff, students and community members in April 2020
- ❖ Engaged District Task Forces in April 2020
- ❖ Formed five work groups:
 - Creating Our Narrative
 - Equity Activating
 - Measures That Matters
 - Mission, Vision and Values
 - Student Survey Development
- ❖ Shared strategic plan draft in March 2021
- ❖ **Developed data targets and implementation/outcome indicators across all goal areas in July/August 2021**
- ❖ **Identified initial tools to track strategic plan progress in July/August 2021**
- ❖ **Developed measures that matter July/August 2021**
- ❖ **Seek final Board approval September 2021**

Committee Members

Rosalyn Adams, Exec Admin Assistant to the Superintendent

Karim Azzam, Roxboro Middle School Student

Zakiyyah Bergen, Roxboro Middle School Teacher

Barbara Blankfeld, University Heights City Council Member

Allison Byrd, Director of Data, Research & Assessment

Cathan Cavanaugh, Supervisor of Communications

Judge J.J. Costello, Judge of the Cleveland Heights Municipal Court

Joseph D'Amato, Director of Athletics

Malik Daniels, Roxboro Elementary School Teacher

Taylor Evans, Heights High Freshman

Pam Fine, Janus Small Associates

Scott Gainer, Chief Financial Officer/Treasurer

Krista Hawthorne, Reaching Heights Executive Director

Lisa Hunt, Family Engagement Specialist

Caroline Imka, Heights High Senior

Elizabeth Kirby, Superintendent

Denise Lackey, Roxboro Middle School Assistant Principal

Malia Lewis, CH-UH Board of Education Member

Committee Members

Jon Ollie, District Parent

Nancy Pepler, Supervisor of Community & School Partnerships

Saroya Queen-Tabor, District Parent

Karen Rego, Cleveland Heights Teachers Union President

Davida Russell, Cleveland Heights City Council Member

Dr. Hannah Reid, Heights High School Teacher

Janus Small, Janus Small Associates

Tiffany Scruggs, Janus Small Associates

Mac Stephens, Heights Football Head Coach

Bob Swaggard, Director of Curriculum & Instruction

Adam Voight, District Parent

Stephen Walker, 21st Century Grant Coordinator

Dr. Brian Williams, Coordinator of Alternative Education

Beverly Wright, CH-UH Board of Education Member

Community Engagement

- ❖ Solicited feedback from students, staff members and community members through surveys, focus groups and interviews, including:
 - 1,765 K-12 students
 - 261 staff members
 - 291 community members

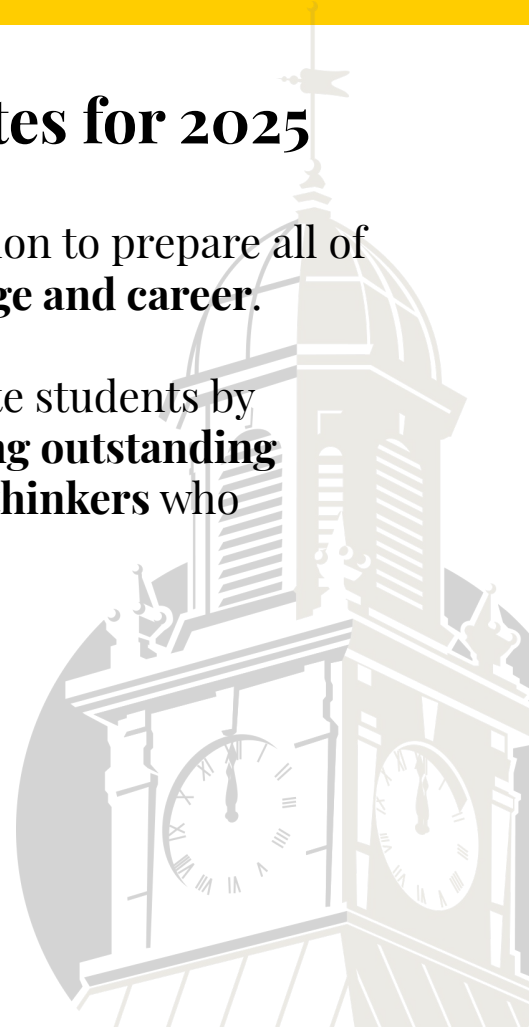
Mission, Vision & Values: Proposed Updates for 2025

Mission: Our schools provide a **challenging and engaging** education to prepare all of our students to become **responsible citizens and succeed in college and career**.

Vision : The Cleveland Heights-University Heights Schools educate students by **embracing diversity, ensuring equitable experiences and fostering outstanding teaching and learning** to develop **academically prepared critical thinkers** who contribute positively and compete successfully in the world.

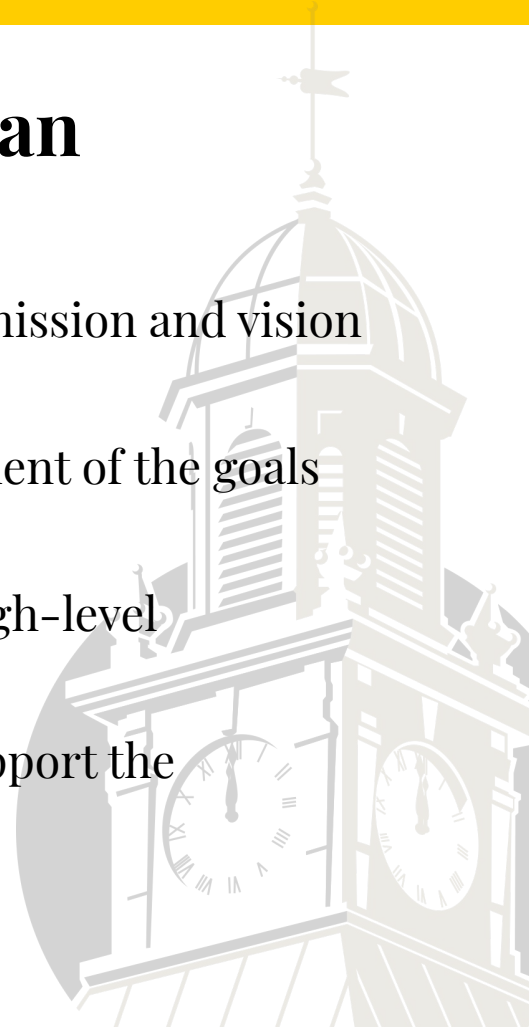
Core Values :

- ❖ Excellence
- ❖ Equity
- ❖ Integrity
- ❖ Trust
- ❖ Respect



Components of Strategic Plan

- ❖ Goals: Broad, long-term aims that reflect the District's mission and vision
- ❖ Objectives: Measurable targets of that indicate achievement of the goals
- ❖ Strategies: Operationalizes the overarching goals at a high-level
- ❖ Action Steps: Specific actions necessary that directly support the strategies, and ultimately, the goals



2025 Key Data Targets

100% of 3rd Graders Reading at/above identified grade level

80% of students will show proficiency on state assessments

90% of 9th grade students will have course success in Algebra

95% of students will graduate in 4 years

90% of students will pursue college or a viable career pathway



Strategic Plan Goal 1

Student Outcomes: Expectations,
Proficiency and Mastery

*Every student graduates ready to
pursue college and career.*

Goal 1 – *Every student graduates ready to succeed in college and career.*

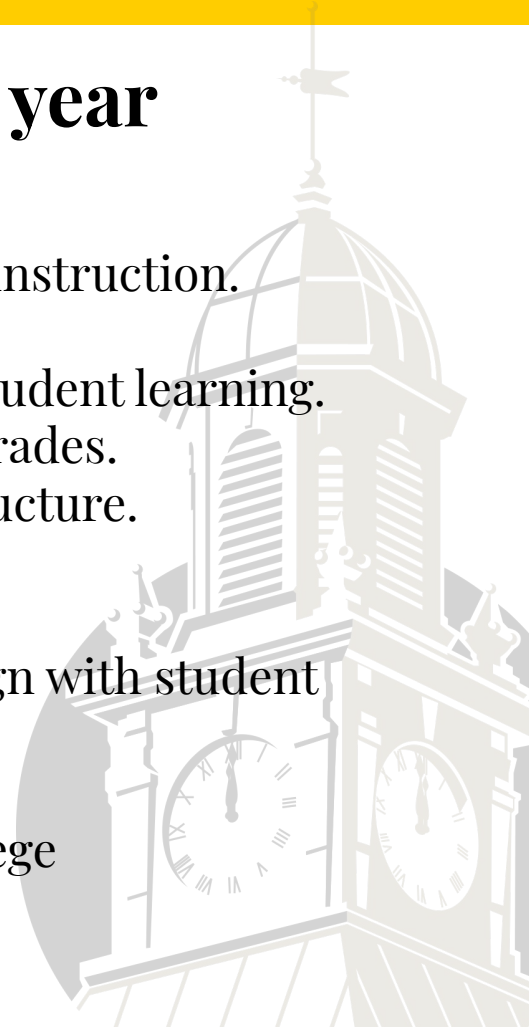
Strategic Objective 1: CH-UH students will meet or exceed high school credit requirements and will demonstrate readiness for postsecondary success and graduation.

Strategic Objective 2: Every teacher will use evidence-based instructional strategies and materials to ensure that all students can access grade level expectations.



Goal 1 Action Steps - 2021-2022 school year

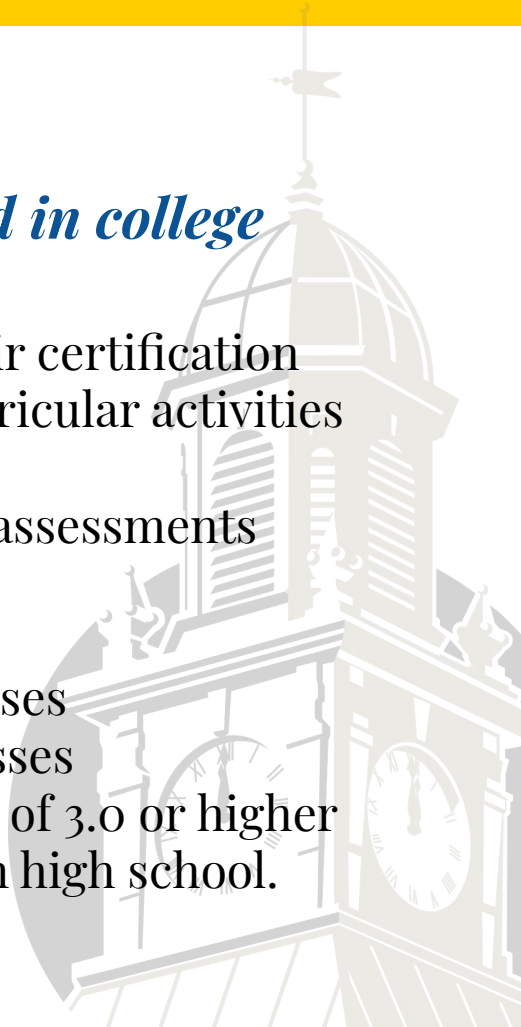
1. Use Board adopted core materials to provide high quality instruction.
2. Lead the development of common grading practices.
3. Provide parents with the tools and resources to support student learning.
4. Review retention policies and supports at the transition grades.
5. Ensure fidelity to the multi- tiered systems of support structure.
6. Develop a 5 year CTE strategic plan.
7. Lead the BLAP process district-wide.
8. Adjust the assessments and assessment cycle to better align with student needs.
9. Implement OTES 2.0.
10. Use National Clearinghouse data to track 2 and 4 year college enrollment/persistence.



2025 Measures That Matter

Goal 1 - *Every student graduates ready to succeed in college and career.*

- ❖ 100% of IB, STEM and AVID programs will maintain their certification
- ❖ 5% annual increase in students participating in extracurricular activities
- ❖ 97% attendance rate
- ❖ 80% of students are at/above grade level on NWEA core assessments
- ❖ 5% annual increase in AP performance
- ❖ 10% annual increase in honors diplomas
- ❖ 5% annual increase in industry certifications in CTE classes
- ❖ 5% annual increase in WebXam passage rates in CTE classes
- ❖ 10% annual increase in number of students with a G.P.A. of 3.0 or higher
- ❖ 5% annual increase in students earning college credits in high school.





Strategic Plan Goal 2

Educational Approach: Equity,
Empowerment and Opportunities
*Excellent education is provided to
each student in every District school
and classroom.*

Goal 2 - *Excellent education is provided to each student in every District school and classroom.*

Strategic Objective 1: Close the achievement gaps of all students while eliminating the predictability of academic achievement based upon class, race, gender, or disability.

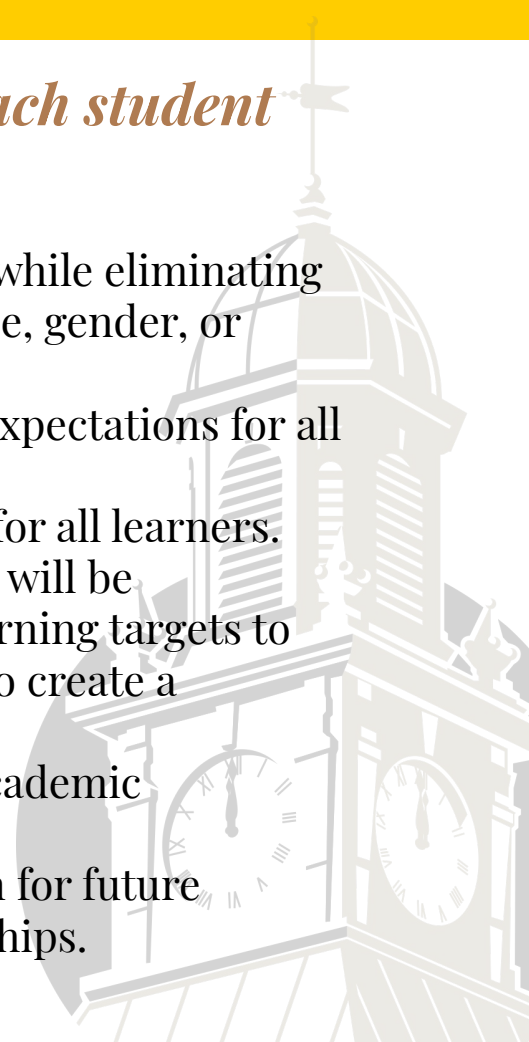
Strategic Objective 2: Ensure all District staff demonstrate high expectations for all students regardless of race, income, ethnicity or disability.

Strategic Objective 3: Ensure equity of education and excellence for all learners.


Strategic Objective 4: Technological resources, devices, and tools will be strategically and intentionally used to support and accelerate learning targets to ensure students have the knowledge, skills, and tools they need to create a personalized, viable and valued path to lifelong success.

Strategic Objective 5: Students will meet or exceed the defined academic benchmarks for each grade level.

Strategic Objective 6: Make early learning education a foundation for future academic success through the expansion of community partnerships.



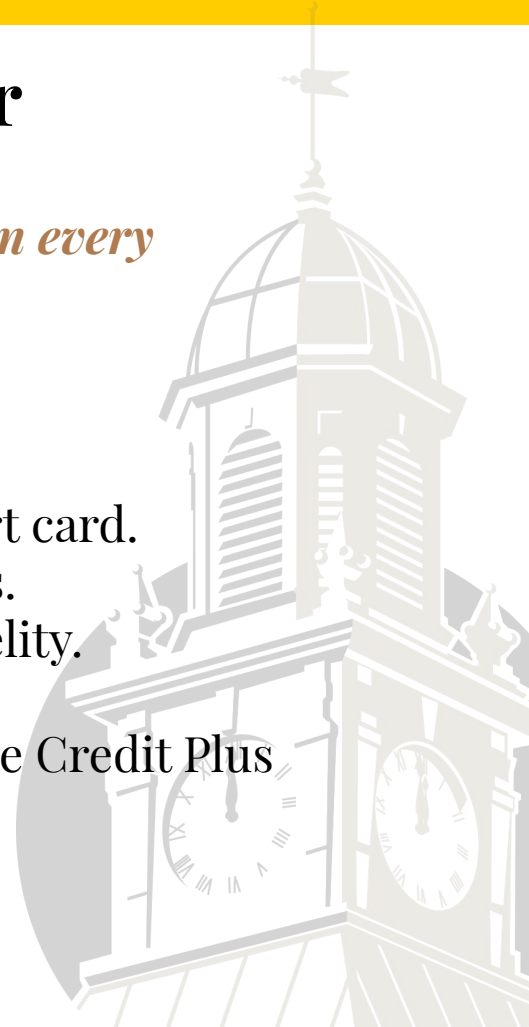
Goal 2 Action Steps - 2021-2022 school year

1. Provide inclusive practices, including co-teaching, co-serving and co-planning training for teachers, staff and administrators.
 2. Support building PBIS teams with training, plan development and implementation support.
 3. Hold monthly discipline task force meetings.
 4. Train district staff on the History of Marginalization.
 5. Hold a Building leadership team retreat to review academic data and develop a building leadership action plan to address student needs.
 6. Begin to develop portrait of a graduate.
 7. Train staff on using technology to effectively support instruction.
 8. Train staff on Tier 1 instructional strategies.
 9. Implement an early learning taskforce to develop an action plan specific to building alignment and support among key stakeholders for early learning.
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2025 Measures that Matter

Goal 2 - *Excellent education is provided to each student in every District school and classroom.*

- ❖ 100% of schools show fidelity in MTSS implementation.
- ❖ 100% of schools effectively implement a PBIS program.
- ❖ 100% of indicators are met on the special education report card.
- ❖ 5% annual increase in impactful community partnerships.
- ❖ 100% of equity policy elements are implemented with fidelity.
- ❖ 100% of pre-schools receive a 5 star rating.
- ❖ 85% of high school students enrolled in AP, CTE or College Credit Plus courses.
- ❖ 25% decrease in Achievement gap in core classes.
- ❖ 100% of graduates have a viable post-secondary plan.





Strategic Plan Goal 3

Family and Community Engagement,
Partnerships and Communication

Families and community partners are welcomed and fully engaged in supporting and enhancing student learning.



Goal 3 - *Families and community partners are welcomed and fully engaged in supporting and enhancing student learning.*

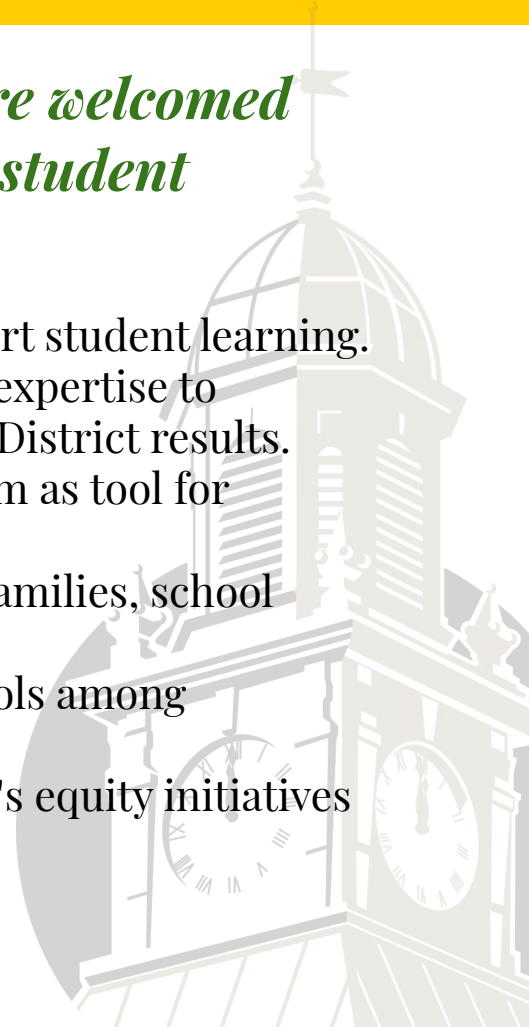
Strategic Objective 1: Foster staff-family relationships that support student learning.

Strategic Objective 2: Optimize use of the community's assets & expertise to provide Community Learning Centers for students and improve District results. Complete implementation of the Post-Secondary Planning System as tool for maximizing the use of community partnerships.

Strategic Objective 3: Improve communication with and among families, school leaders & teachers, and community partners.

Strategic Objective 4: Improve public perception of CH-UH Schools among stakeholders.

Strategic Objective 5: Foster a solid understanding of the District's equity initiatives among internal and external stakeholders.



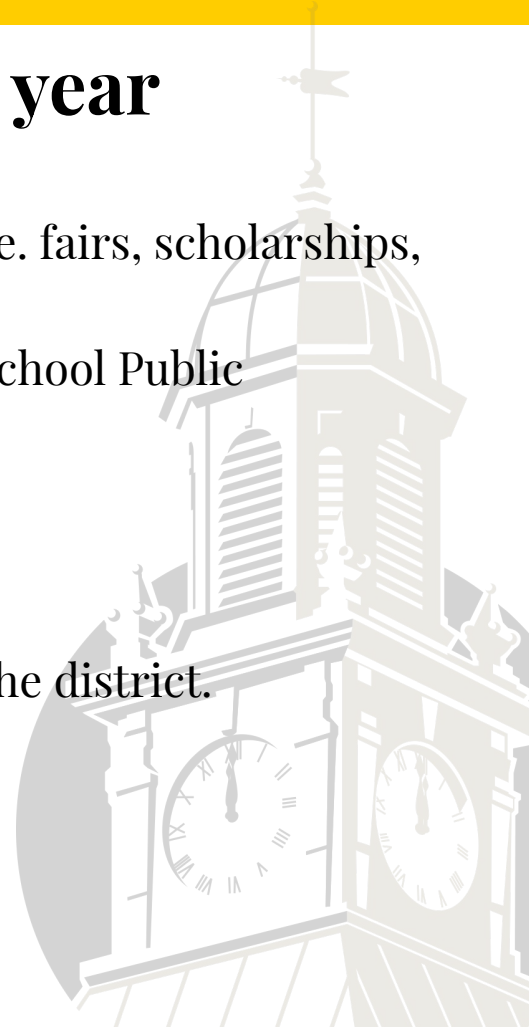
Goal 3 Action Steps - 2021-2022 school year

1. Ensure Building Leadership Teams (BLTs) establish Family Engagement & Equity strategies that build partnerships with their families in an effort to help achieve Building Level Action Plan Goals.
2. Launch pilot Community Learning Center (CLC) at Noble Elementary School during 2020-2021 school year. Develop community needs assessment.
3. Support BLAP and NNPS goals around improving attendance.
4. Identify additional community partnerships needed to meet community student/family/community needs.
5. Retrain counselors and social workers on use of PPS.
6. Complete Family, Staff and Student Surveys. Generate reports to track student progress data.



Goal 3 Action Steps - 2021-2022 school year

1. Publicize information on college and career opportunities (i.e. fairs, scholarships, workshops).
2. Engage in communications audit through NSPRA (National School Public Relations Association).
3. Develop a district-wide communications plan.
4. Re-engage Kindernet.
5. Engage in student retention plan with Caissa K-12.
6. Engage student voices in amplifying the work happening in the district.
7. Launch Equity webpage.



2025 Measures that Matter

Goal 3: *Families and community partners are welcomed and fully engaged in supporting and enhancing student learning.*

- ❖ 90% Parent engagement on Infinite Campus and other school platforms.
- ❖ 5% increase in satisfaction with student's experience on annual parent survey.
- ❖ 100% of schools have active parent groups.
- ❖ 100% of schools have community partnerships that support their student goals.
- ❖ 90% of stakeholders are satisfied with district/school communication.





Strategic Plan Goal 4

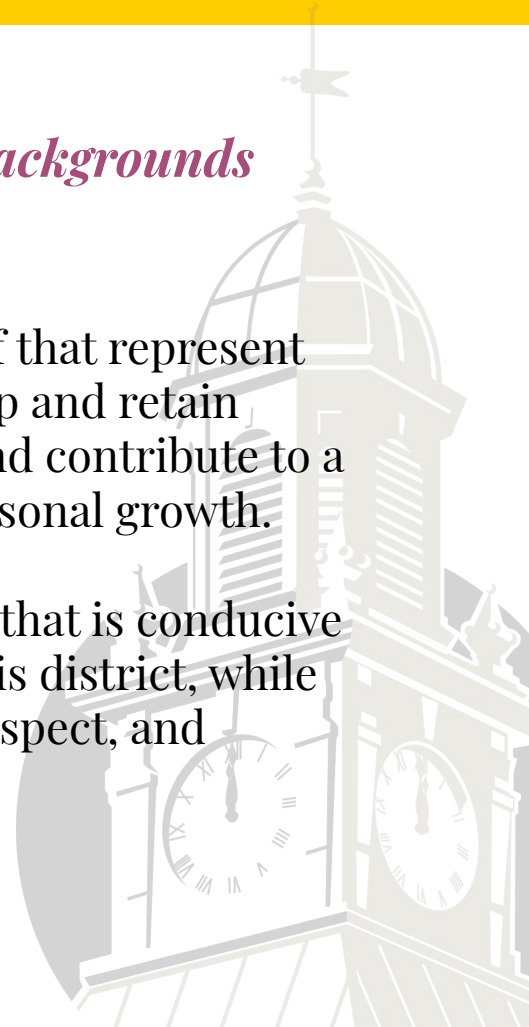
Valued Professionals and a Culture of Excellence: Caring, Quality, Diverse, Collaborative

CH-UH attracts and retains caring and highly-qualified staff with diverse experiences and backgrounds who work collaboratively.

Goal 4 - *CH-UH attracts and retains caring and highly-qualified staff with diverse experiences and backgrounds who work collaboratively.*

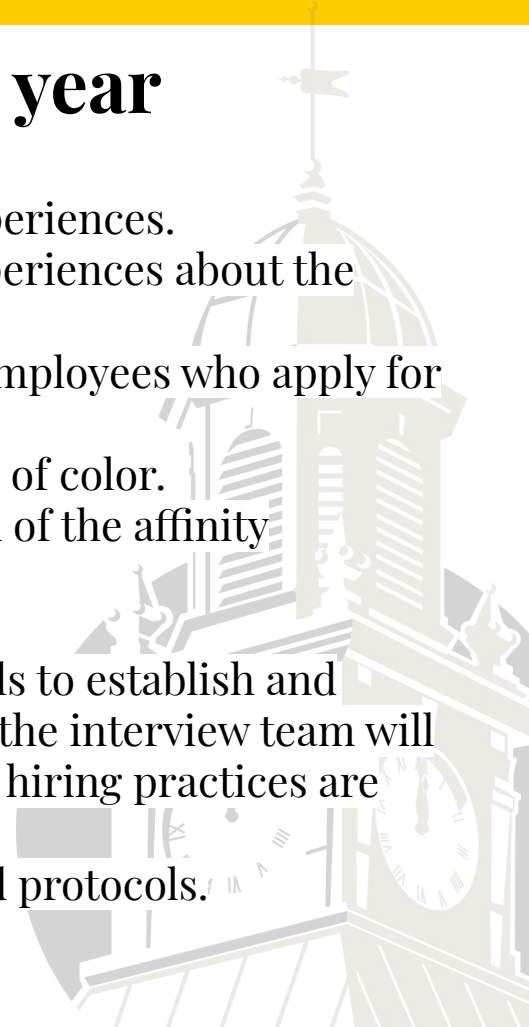
Strategic Objective 1: Increase and promote the hiring of staff that represent the cultural make-up of the CH-UH student body and develop and retain faculty and staff who put students at the center of learning and contribute to a collaborative culture that promotes their intellectual and personal growth.

Strategic Objective 2: Provide a safe and secure environment that is conducive to learning, and is consistent with the educational goals of this district, while building community partnerships that foster trust, mutual respect, and cooperation.



Goal 4 Action Steps - 2021-2022 school year

1. Gather feedback from GYO program participants about their experiences.
2. Develop a website and newsletter to promote GYO and share experiences about the program in the quarterly department newsletter.
3. Develop promotional materials for GYO for current and future employees who apply for positions.
4. Research top affinity employee resource programs for educators of color.
5. Interview experts to aid in the development and implementation of the affinity employee resource groups.
6. Incorporate equity task force training into PD planning.
7. Implement inclusive interviewing and hiring techniques and tools to establish and strengthen equitable practices in hiring. At least one member of the interview team will be trained in equity practices by the Equity Task Force to ensure hiring practices are aligned to the district equity lens.
8. Review and revise as needed current district safety practices and protocols.



2025 Measures that Matter

Goal 4 - *CH-UH attracts and retains caring and highly-qualified staff with diverse experiences and backgrounds who work collaboratively.*

- ❖ 5% annual increase in certified staff diversity.
- ❖ 90% retention of all staff yearly.
- ❖ 100% of GYO participants earn their certification.
- ❖ 5% increase in effective school rating based on a research-based survey tool that captures the feedback of all stakeholders.
 - Student engagement
 - Teacher efficacy/retention
 - Principal leadership/support
 - Parent satisfaction
 - Safety



Strategic Plan Goal 5

Operational Resources: Finances,
Technology and Facilities

CH-UH has the necessary finances and infrastructure to provide an outstanding 21st century education, and keeps the community well-informed about how resources are being used for school and student performance.



Goal 5 – *CH-UH has the necessary finances and infrastructure to provide an outstanding 21st century education, and keeps the community well-informed about how resources are being used for school and student performance.*

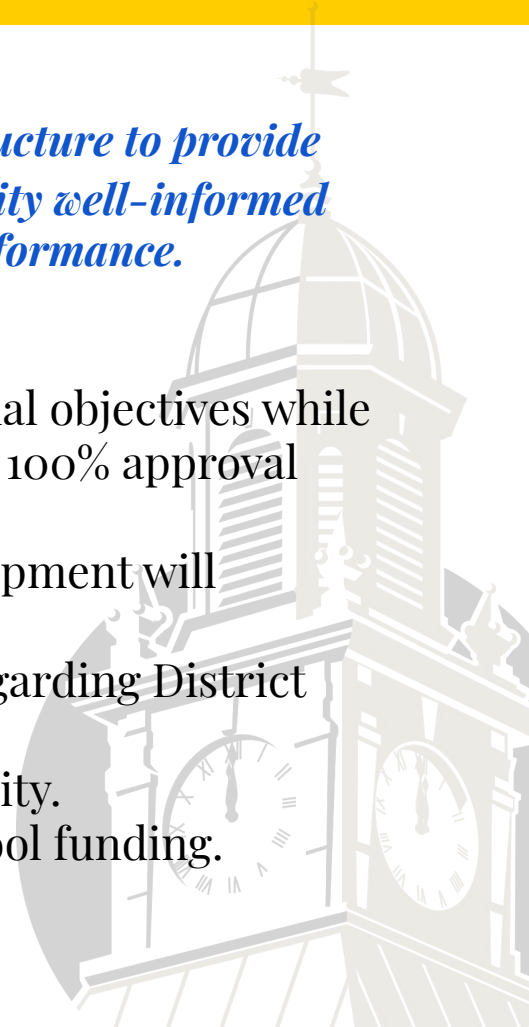
Strategic Objective 1: District facilities will support educational objectives while providing equitable, safe, and comfortable environments at a 100% approval rate.

Strategic Objective 2: Our infrastructure and technology equipment will support effective operations and maximize learning.

Strategic Objective 3: Inform and educate all stakeholders regarding District finances and school funding in Ohio.

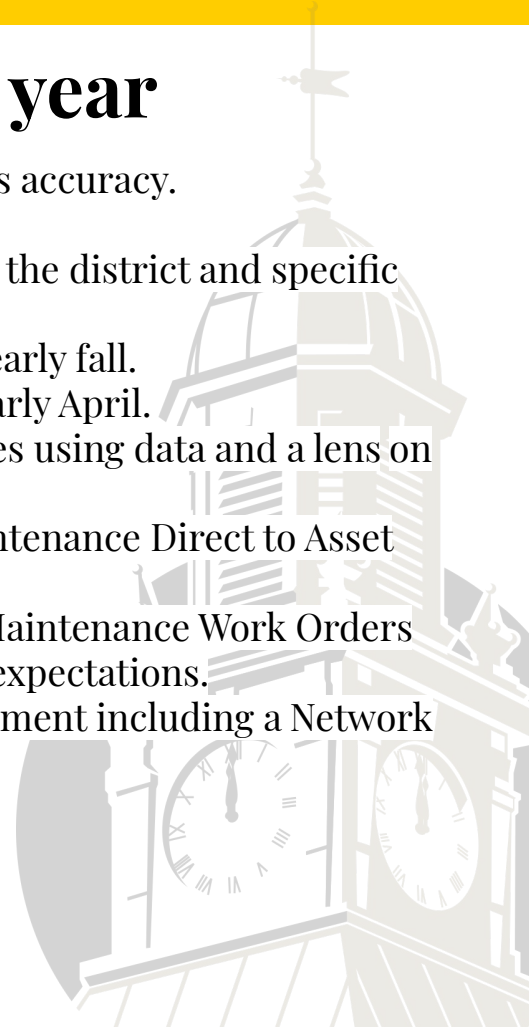
Strategic Objective 4: Improve allocation of resources for equity.

Strategic Objective 5: Expand advocacy efforts related to school funding.



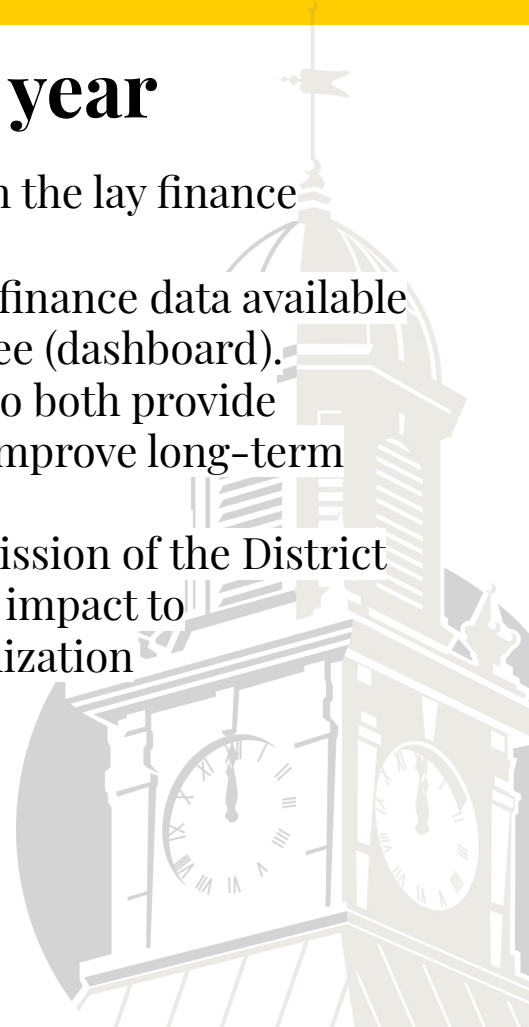
Goal 5 Action Steps - 2021-2022 school year

1. Discuss District Facilities with District staff to review current 5 year plan's accuracy.
2. Share current year projects with Lay Facility Committee for input.
3. Interview Architects & Consultants to determine which firm can support the district and specific projects needs.
4. Award Architect/Consultants projects and ensure funds are available by early fall.
5. Have project documents reviewed and out for public bid by late March-early April.
6. Develop Master Facilities Plan that evaluates the School District's Facilities using data and a lens on equity across our District.
7. Complete transition of work orders from Maintenance & Preventive Maintenance Direct to Asset Essentials.
8. Set expectations and goals for all Operations Staff related to Preventive Maintenance Work Orders and General Work Orders. Complete work orders within the established expectations.
9. Life cycle planning for infrastructure equipment, and instructional equipment including a Network Operations Center upgrade.
10. Identify resources and a budget to develop a cyber security plan.
11. Implement cyber security measures, including user education.



Goal 5 Action Steps - 2021-2022 school year

1. Create and distribute finance print material in consultation with the lay finance committee (Popular Annual Financial Report).
2. Work with IT and the communications departments to increase finance data available on District website in consultation with the lay finance committee (dashboard).
3. Develop plan to maximize and monitor the use of ESSER funds to both provide additional supports necessary for student success as well as to improve long-term fiscal position of District.
4. Engage with stakeholders on legislation that could impact the mission of the District by providing feedback/testimony to legislators, communicating impact to stakeholders, and working collaboratively with State/local organization (OASBO/OSBA/BASA/First Ring) advocacy efforts.



2025 Measures that Matter

Goal 5 - *CH-UH has the necessary finances and infrastructure to provide an outstanding 21st century education, and keeps the community well-informed about how resources are being used for school and student performance.*

- ❖ Master Facilities Plan has been implemented.
- ❖ District maintains strong fiscal position as measured by the 5 year forecast.
- ❖ District utilizes resources efficiently, aligned to the strategic plan and equity policy.
- ❖ Community is informed of district fiscal picture.



Strategic Plan Monitoring Structures

- ✓ **Quarterly Department Action Plan Progress Meetings**
- ✓ **Quarterly Principal Meetings**
- ✓ **Quarterly Board Updates**
- ✓ **Annual Report to the Community**
- ✓ **Strategic Plan Dashboard**




Sample Strategic Plan Dashboard View

Goal 2 - Excellent education is provided to each student in every District school and classroom.


6 Objectives

50% Objective 1 - Close the achievement gaps of all students while eliminating the predictability of academic achievement based upon class, race, gender, or disability.

☰ 2 Strategies

75%  Strategy A: Provide effective supports to Principals, Building Leadership Teams and all students at each school to eliminate gaps.



65%  Strategy B: Provide effective support to all district staff to support the implementation of the equity policy in order to close achievement gaps.



Goal 3: Families and community partners are welcomed and fully engaged in supporting and enhancing student learning.

5 Objectives

80% Objective 1: Foster staff-family relationships that support student learning.

☰ 3 Strategies

30%  Strategy A: Strengthen connections and learning opportunities among District families.



65%  Strategy B: Expand partnerships aligned to student career and college success.



75%  Strategy C: Establish partnerships that will expose middle and high school students to a career experience.





Please share questions, comments and suggestions.