

HEIGHTS 2020: THE PATH TO STUDENT SUCCESS

GOAL 1



STUDENT OUTCOMES

EXPECTATIONS, PROFICIENCY & MASTERY

Objective 1: At least 90% of District students will graduate in 4 years and the graduation rate will increase for students who meet requirements for 2-4 year college/university, as well as military and recognized credentials.

Strategy A: Challenge and support each student by identifying the barriers that are prohibiting students from graduating on time.

Action Step	Lead & Team Members	Status
1. Clearly identify and communicate criteria needed for graduation and increase graduation rate for students who meet requirements for 2-4 year college/university, as well as military and industry-recognized credentials.	Assistant Supt. of Ed. Services <ul style="list-style-type: none"> Educational Services Principals School Counselors Teachers 	Completed 2016-2017
2. Identify factors that prohibit students from graduating on time by prioritizing PreK-12 factors/barriers to graduation.	Assistant Supt. of Ed. Services <ul style="list-style-type: none"> Educational Services Principals School Counselors Teachers 	Ongoing
3. Review and revise PreK-12 promotion and retention practices and policies.	Grading Policy Task Force <ul style="list-style-type: none"> Educational Services Director of Student Services 	Ongoing
4. Create a criteria/set of grade level expectations that will identify students' performance level (above, at or below) and implement student success plan for graduation.	Assistant Supt. of Ed. Services <ul style="list-style-type: none"> Educational Services Principals School Counselors 	Completed 2016-2017



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Strategy B: Reduce the percentage of ninth grade retentions by offering academic and social emotional support.

Action Step	Lead & Team Members	Status
1. Create a plan to employ strategies to support at-risk students, such as intervention and tutoring.	Assistant Supt. of Ed. Services <ul style="list-style-type: none"> • School Administrators • Educational Services • School Counselors • Teachers 	Ongoing
2. Establish criteria for identifying 9th graders who may be at risk of retention and create opportunities for students to receive intervention and enrichment as needed, based on the established criteria.	School Administrators <ul style="list-style-type: none"> • School Counselors • Educational Services 	Completed 2015-2016
3. Provide support and a variety of recovery options for students at risk of not graduating on time, particularly during transitions between school levels (e.g., online courses, night school, after-school tutoring options).	High School Principal <ul style="list-style-type: none"> • School Administrators • Coordinator of Alternative Programs • Educational Services 	Ongoing



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Strategy C: Increase the attendance of all students PreK-12.

Action Step	Lead & Team Members	Status
1. Improve communication with parents and students regarding school performance and class attendance.	Assistant Supt. of Ed. Services <ul style="list-style-type: none"> • Information Technology • Application Specialist • School Counselors • Teachers • Social Workers • Family Engagement Specialist 	Ongoing
2. Establish a relationship with social services agencies to provide additional support to families in need of outside support.	Director of Student Services <ul style="list-style-type: none"> • Principals • Related Service Staff • Social Workers • Building Staff 	Ongoing
3. Implement/Monitor the Student Assistance Team (SAT) referral process used to identify students and/or families in need of outside services.	Director of Student Services <ul style="list-style-type: none"> • Principals • Related Service Staff • Social Workers • Building Staff 	Ongoing
4. Establish mobile health clinics at schools.	Director of Student Services <ul style="list-style-type: none"> • Supervisor of Community & School Partnerships • Principals • School Nurses • Social Workers • Cleveland Clinic, MetroHealth 	Completed 2016-2017



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Strategy D: The District will support a continuum of online learning.

Action Step	Lead & Team Members	Status
1. Research curriculum that supports the District's long-term goals.	Director of Curriculum & Instruction <ul style="list-style-type: none"> • Information Technology • Director of Data, Research and Assessment • Educational Services • School Administrators • School Counselors 	Ongoing
2. Create a multi-year plan for the purchase of educational resources/textbooks and vertical alignment of curriculum, instruction and assessment.	Director of Curriculum & Instruction <ul style="list-style-type: none"> • Instructional Specialists 	Completed 2016-2017
3. Initiate a communication strategy for bringing online students back to the District to complete their education.	Director of Student Services <ul style="list-style-type: none"> • Information Technology • Director of Data, Research and Assessment • Supervisor of Communications • Coordinator of Alternative Programs 	Ongoing
4. Identify an instructional platform that expands Advanced Placement (AP) courses, dual enrollment, and foreign languages and extend our Alternative Education (Options).	Director of Student Services <ul style="list-style-type: none"> • Information Technology • Director of Data, Research and Assessment • Supervisor of Communications • Coordinator of Alternative Programs • College Board Liaison 	Ongoing



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STUDENT OUTCOMES

EXPECTATIONS, PROFICIENCY & MASTERY

Objective 2: All students meet or exceed state expectations in core content areas; reading, math, science and social studies.

Strategy A: Every teacher will use evidence-based strategies and materials to ensure that all students can access grade level material and are using critical thinking and problem solving skills.

Action Step	Lead & Team Members	Status
1. Create a multi-year professional development plan based on the identified needs of staff and students.	Assistant Supt. of Ed. Services <ul style="list-style-type: none"> • Director of Curriculum & Instruction • Educational Services • Principals 	Completed 2016-2017
2. Monitor professional learning practices and development through the use of walkthroughs, the Ohio Teacher Evaluation System (OTES) and the Ohio School Counselor Evaluation System (OSCES).	Assistant Supt. of Ed. Services <ul style="list-style-type: none"> • School Staff • Principals 	Ongoing
3. Create a plan to identify and provide ongoing support to staff members who are not successfully applying learning or are not meeting District expectations for performance.	Assistant Superintendent of HR & Operations <ul style="list-style-type: none"> • Educational Services • Principals • Mentors/Coaches 	Completed 2016-2017



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Strategy A: Every teacher will use evidence-based strategies and materials to ensure that all students can access grade level material and are using critical thinking and problem solving skills.

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Action Step	Lead & Team Members	Status
4. Continue the Curriculum Advisory Council focused on the scope and sequence of learning essentials. Start the pilot of Social Studies and World Language materials K-12 and rollout of newly adopted science curriculum & resources for grades 6-12.	Assistant Supt. of Ed. Services <ul style="list-style-type: none"> • Director of Curriculum & Instruction • Educational Services • K-12 Teachers • Student Cadre • Family Engagement Specialist 	Ongoing
5. Acquire and implement new assessment and data system. Provide training for the new system.	Director of Data, Research and Assessment <ul style="list-style-type: none"> • IlluminateEd • Principals • Teachers 	Completed 2015-2016
6. Develop a five-year Career and Technical Education plan to create broader opportunities for all students.	Director of Career Tech <ul style="list-style-type: none"> • Principals • CTE liaisons from the other participating districts • CTE Teachers • CTE Working Group • EMIS Coordinator • Director of Student Services 	Completed 2016-2017



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STUDENT OUTCOMES

EXPECTATIONS, PROFICIENCY & MASTERY

Objective 3: Ensure all students are engaged in learning that enables them to reach their full potential for college and career readiness.

Strategy A: Enhance safe, supportive and engaging climates for learning that encourage school, college and career readiness and success.

Action Step	Lead & Team Members	Status
1. Implement, monitor and evaluate national standards for school climate, Positive Behavioral Intervention & Support (PBIS) and Restorative Justice Practices.	Director of Student Services <ul style="list-style-type: none"> Educational Services Teacher Administration Partnership Student Leadership Group 	Ongoing
2. Implement District and national standards for school safety and emergency preparedness in every District building.	Director of Business Services, Coordinator of Safety & Security <ul style="list-style-type: none"> Educational Services Principals Student Leadership Group 	Ongoing
3. Implement Positive Behavior and Intervention Support (PBIS) in each school throughout the District.	Director of Student Services <ul style="list-style-type: none"> Educational Services Principals Teacher Administration Partnership Student Leadership Group 	Ongoing



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EXPECTATIONS, PROFICIENCY & MASTERY

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Strategy A: Enhance safe, supportive and engaging climates for learning that encourage school, college and career readiness and success.

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Action Step	Lead & Team Members	Status
4. Increase the number of students participating in extracurricular activities at the middle schools and the high school.	Assistant Supt. of Ed. Services <ul style="list-style-type: none"> • Director of Student Services • Educational Services • Building Leadership Team • Principals • School Counselors • Athletic Director • Teachers 	Ongoing
5. Use comprehensive classroom management system in schools to reduce disciplinary referrals.	Assistant Supt. of Ed. Services <ul style="list-style-type: none"> • Director of Curriculum & Instruction • Director of Student Services • Educational Services • Teacher Administration Partnership 	Ongoing
6. Increase the number of students accessing the College & Career Planning Center and College Now services.	Director of Curriculum <ul style="list-style-type: none"> • Educational Services • Building Leadership Team • School Counselors 	Ongoing



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Strategy A: Enhance safe, supportive and engaging climates for learning that encourage school, college and career readiness and success.

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Action Step	Lead & Team Members	Status
7. Ensure opportunities to participate in curricular programs are equitable across buildings.	Assistant Supt. of Ed. Services <ul style="list-style-type: none"> Educational Services Family Engagement Specialist 	Future Initiative
8. Prioritize instructional initiatives, programs, materials and other resources that directly support the new curricula and student goals. Allocate resources to implement initiatives that are supporting student goals.	Superintendent <ul style="list-style-type: none"> Educational Services Treasurer Principals Title I Coordinator Assistant Supt. of Ed. Services 	Ongoing



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GOAL 2



EDUCATIONAL APPROACH EQUITY, EMPOWERMENT, OPPORTUNITIES

Objective 1: Close the achievement gaps.

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

Action Step	Lead & Team Members	Status
1. Priority lists will be established at each school based on criteria from the state, vendor, and district assessments. Staff will use evidence-based instructional strategies to increase the achievement of those students identified on the priority lists with an intense focus on closing achievement gaps.	Principals <ul style="list-style-type: none"> • Building Leadership Teams • Teacher-Based Teams • School Counselors 	Ongoing
2. Principals will submit recurring reports for progress monitoring of the effectiveness of instructional strategies and use the data to make building adjustments as needed.	Director of Principal Leadership and Development <ul style="list-style-type: none"> • Building Leadership Teams 	Completed 2016-2017
3. Recruit, retain and improve performance in Advanced Placement (AP) courses; work with the Middle School Scholars Program (MSSP) coordinator to increase equitable representation at the elementary and middle schools.	Principals, School Counselors, AP Teachers <ul style="list-style-type: none"> • High School Equity Team • Equal Opportunity Schools • Director of Curriculum & Instruction • Coordinator of Gifted Services 	Completed 2016-2017
4. Establish team at CHHS to implement the EOS Equity AP plan which will include surveys, tabulations, recruitment of target students and implementation strategies.	Director of Curriculum & Instruction <ul style="list-style-type: none"> • High School Principals • School Counselors • Director of Principal Leadership & Development 	Completed 2015-2016



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GOAL 2



EDUCATIONAL APPROACH EQUITY, EMPOWERMENT, OPPORTUNITIES

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

Strategy A: Set high expectations for all students, staff, teachers and administrative staff to develop cross-cultural diversity and equity-related activities and celebrations.

Action Step	Lead & Team Members	Status
1. Create and schedule opportunities throughout the school year for cross cultural training and discussions related to the four cornerstones of equity practices in schools.	Director of Principal Leadership and Development <ul style="list-style-type: none"> • MSAN • Information Technology • Educational Services • Building Principals • School Counselors • Student Services • Equity Task Force • Family Engagement Specialist • Parent Groups 	Ongoing
2. Offer quarterly Professional Development sessions designed and developed to address cultural competency training using best practices learned through the District’s participation in the Minority Student Achievement Network (MSAN).	Director of Principal Leadership and Development <ul style="list-style-type: none"> • Information Technology • Technology Integration • Educational Services • Building Principals • School Counselors • Student Services • Equity Task Force • Family Engagement Specialist • MSAN 	Completed 2016-2017
3. Develop and build staff capacity to facilitate quarterly/trimester BLT discussions focused on cultural competency and equity and enhancing expectations for minority student groups.	Director of Principal Leadership and Development <ul style="list-style-type: none"> • Information Technology • Technology Integration • Educational Services • Building Principals • School Counselors • Student Services • Equity Task Force • Family Engagement Specialist • MSAN 	Ongoing



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GOAL 2



EDUCATIONAL APPROACH EQUITY, EMPOWERMENT, OPPORTUNITIES

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

Strategy A: Ensure equitable and consistent implementation of policies and procedures District wide.

Action Step	Lead & Team Members	Status
1. Establish a board policy and administrative guidelines describing District practices, including policies to address equitable treatment of students and employees.	Superintendent <ul style="list-style-type: none"> • Cabinet • American Federation of Teachers • Local Unions 	Completed 2016-2017
2. Regular review of discipline and suspension data for students and employees by District Leadership Team, Building Leadership Team and Teacher Administration Partnership committees to discuss equitable enforcement of policies.	Director of Student Services <ul style="list-style-type: none"> • Superintendent • Summit • District Leadership Team • Labor Management Committee • Teacher Administration Partnership • Principals • Student Discipline Task Force 	Ongoing



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EDUCATIONAL APPROACH EQUITY, EMPOWERMENT, OPPORTUNITIES

Objective 4: District technology will enhance teaching and learning for success in a global economy.

Strategy A: Implement an ongoing professional development program that supports the current and future use of technology in the classroom.

Action Step	Lead & Team Members	Status
1. Survey CH-UH families to determine technological devices and access to home internet services.	Coordinator of Technology <ul style="list-style-type: none"> • Information Technology • Technology Integration • Educational Services • Media Specialists • Student Services 	Future Initiative
2. Research curriculum that utilizes Bring Your Own Device (BYOD) flexibility.		Future Initiative
3. Update network Acceptable Use Policy (AUP) to reflect connectivity on BYOD.		Future Initiative



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EDUCATIONAL APPROACH EQUITY, EMPOWERMENT, OPPORTUNITIES

Objective 5: Challenge and support each student by providing equitable access to rigorous and relevant curriculum aligned to state standards and 21st century skills.

Strategy A: Ensure all schools implement curriculum and instructional strategies aligned to state standards and 21st century skills.

Action Step	Lead & Team Members	Status
1. Align school's curriculum, assessment and instructional practices to state standards and develop common scope and sequence.	Director of Curriculum & Instruction <ul style="list-style-type: none"> • Building Principals • Director of Data, Research and Assessment • Teachers 	Completed 2016-2017
2. Measure the number of students making adequate annual growth on District and State Assessments.	Director of Curriculum & Instruction <ul style="list-style-type: none"> • Building Principals • Director of Data, Research and Assessment • Teachers 	Completed 2016-2017
3. Increase the percentage of students participating in programming designed to support meeting the requirements for success in college and careers.	Director of Curriculum & Instruction <ul style="list-style-type: none"> • Career Technical Education • College NOW • Teachers • School Counselors 	Ongoing
4. Assess the current course offerings and align to the Ohio graduation requirements in K-12.	Director of Curriculum & Instruction <ul style="list-style-type: none"> • Educational Services • Advisory Groups • School Counselors 	Completed 2016-2017



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EDUCATIONAL APPROACH EQUITY, EMPOWERMENT, OPPORTUNITIES

Objective 5: Challenge and support each student by providing equitable access to rigorous and relevant curriculum aligned to state standards and 21st century skills.

Strategy B: Develop and implement Multi-Tiered Systems of Support for research-based, data-driven and differentiated instruction to support and challenge each and every student.

Action Step	Lead & Team Members	Status
1. Utilize assessment data to inform decisions and prioritize resources to address achievement gaps for specific student populations (e.g. Special Education, English Learners, Diverse Populations).	Principals <ul style="list-style-type: none"> • Director of Data, Research and Assessment • Director of Student Services • School Counselors • Teachers • Academic Support Teams • Social Workers • Psychologists • Coordinators of Student Services 	Ongoing
2. Establish measures to review the percentage of disproportionate groups that receive Special Educational Services utilizing recurring report.		Ongoing
3. Establish success plan to align curriculum opportunities for students in 9th grade with insufficient credits and 8th grade students failing one or more course.		Ongoing



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GOAL 2



EDUCATIONAL APPROACH EQUITY, EMPOWERMENT, OPPORTUNITIES

Objective 6: Make early learning education a foundation for future academic success.

Strategy A: Build alignment and support among key stakeholders for early learning.

Action Step	Lead & Team Members	Status
1. Increase the number of students entering kindergarten who participate in preschool partnership programs.	Director of Principal Leadership and Development <ul style="list-style-type: none"> • Educational Services • Pre-K Specialist • Pre-K Teachers • Coordinators of Student Services • Supervisor of Communications • Elementary Building Principals • Partnerships 	Ongoing
2. Increase the number of kindergarten students demonstrating readiness skills in reading and math as measured by the K-3 Reading Readiness indicator at each building.		Ongoing
3. Create an early learning math plan aligned to state standards.		Ongoing
4. Create an early learning literacy plan that aligns to state standards.		Ongoing



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GOAL 3



PARENTS & COMMUNITY ENGAGEMENT, PARTNERSHIPS, COMMUNICATION

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

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

Action Step	Lead & Team Members	Status
1. Convene school-based teams to develop engagement goals and implement plans to achieve them.	Teacher Administration Partnership, Building Leadership Team	Ongoing
2. Develop best practices for fostering trusting relationships and engaging with parents as partners.	Supervisor of Communications, Family Engagement Specialist <ul style="list-style-type: none"> • Teachers • Parents • Assistant Superintendent of Educational Services • Student Services 	Ongoing
3. Work with community partners to provide parent empowerment training.	Supervisor of Communications, Family Engagement Specialist <ul style="list-style-type: none"> • Principals 	Ongoing



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GOAL 3



PARENTS & COMMUNITY ENGAGEMENT, PARTNERSHIPS, COMMUNICATION

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

Strategy B: Strengthen connections and learning opportunities among District parent groups.

Action Step	Lead & Team Members	Status
1. Host regular events to welcome community partners as valued participants in student success. Use these forums to share school funding, curriculum and assessment information and other important school information.	Supervisor of Communications, Family Engagement Specialist <ul style="list-style-type: none">• District and Building Leaders	Ongoing
2. Engage representatives from every District parent organization to determine how best to structure interactions/communications between parents and parent groups.		Ongoing



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GOAL 3



PARENTS & COMMUNITY ENGAGEMENT, PARTNERSHIPS, COMMUNICATION

Objective 2: Optimize use of the community’s assets & expertise to provide wrap around services for students and improve District results.

Strategy A: Develop and maximize the use of new and current organizational and community partnerships.

Action Step	Lead & Team Members	Status
1. Identify external organizations with a track record of supporting students in the areas of academics, social emotional learning and health, then form a working master list of partners.	Director of Student Services <ul style="list-style-type: none"> • Supervisor of Community & School Partnerships • Supervisor of Communications 	Completed 2015-2016
2. Secure agreements with organizations in the areas of academics, social emotional learning and health.	Director of Student Services <ul style="list-style-type: none"> • Supervisor of Community & School Partnerships • Supervisor of Communications • School Counselors • Social Workers 	Focus 2019-2020
3. Expand efforts to use District assets as community centers for providing opportunities for student support and development.	Director of Student Services <ul style="list-style-type: none"> • Supervisor of Community & School Partnerships • Director of Business Services and Operations • School Counselors • Social Workers • PTA Liaisons/Leads • Representatives from MS and HS 	Ongoing
4. Facilitate informational forums for community and organizational partners.	Director of Career Tech, Supervisor of Communications <ul style="list-style-type: none"> • Director of Business Services 	Completed 2015-2016



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PARENTS & COMMUNITY ENGAGEMENT, PARTNERSHIPS, COMMUNICATION

Objective 2: Optimize use of the community’s assets & expertise to provide wrap around services for students and improve District results.

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

Action Step	Lead & Team Members	Status
1. Create a plan for all Career Tech students and other students to attend a college class in Northeast Ohio.	Coordinator of Career Tech	Ongoing
2. Publicize information on College Credit Plus and college/scholarship opportunities.	Director of Curriculum & Instruction, Supervisor of Communications	Ongoing
3. Craft and implement a plan to increase scholarship funds.	School Counselors, Director of Curriculum & Instruction	Future Initiative
4. Develop and implement a plan to increase endowment and sponsorship opportunities.	Supervisor of Communications • Heights Schools Foundation	Completed 2016-2017



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GOAL 3



PARENTS & COMMUNITY ENGAGEMENT, PARTNERSHIPS, COMMUNICATION

Objective 2: Optimize use of the community’s assets & expertise to provide wrap around services for students and improve District results.

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

Action Step	Lead & Team Members	Status
1. Develop a career exploration plan for secondary students.	Coordinator of Career Tech, Director of Curriculum & Instruction <ul style="list-style-type: none">• School Counselors• CTE Teachers	Ongoing
2. Increase partnerships and opportunities for internships, mentorships and leadership.		Ongoing



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GOAL 3



PARENTS & COMMUNITY ENGAGEMENT, PARTNERSHIPS, COMMUNICATION

Objective 2: Optimize use of the community’s assets & expertise to provide wrap around services for students and improve District results.

Strategy D: Prepare all students for career and college success.

Action Step	Lead & Team Members	Status
1. Expose all high school and middle school students to career and college workshops on soft/people skills, organizational/time management skills, cover letter/resume writing and interviewing.	Coordinator of Career Tech, Director of Curriculum & Instruction, School Counselors	Ongoing
2. Contact all high school students/parents individually on career and college opportunities and plans.		Ongoing
3. Create online tips and helpful hints for students and parents on college applications and preparation for careers.	Director of Career Tech, Supervisor of Communications, School Counselors • Director of Curriculum & Instruction	Focus 2019-2020
4. Develop and implement Student Success Plans districtwide.	Director of Career Tech, Director of Curriculum & Instruction	Ongoing



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PARENTS & COMMUNITY ENGAGEMENT, PARTNERSHIPS, COMMUNICATION

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

Strategy A: Provide multiple communication options to strengthen staff/parent/student communication, and increase community pride, confidence and support.

Action Step	Lead & Team Members	Status
1. Centralize and organize resources on the website to keep families and community members informed.	Supervisor of Communications <ul style="list-style-type: none"> Educational Services Principals Building Leadership Team 	Completed 2017-2018
2. Establish administrative guidelines for customer service and staff communication with families and community members.	Supervisor of Communications <ul style="list-style-type: none"> Administrative & Staff Assistants Teachers Student Services Building Leadership Teams 	Completed 2016-2017
3. Promote the use of Google Classroom and G Suite for Education to engage teachers with students and parents.	Supervisor of Communications, Information Technology, Technology Program Specialist <ul style="list-style-type: none"> Teachers Union President Teacher Leaders 	Ongoing
4. Create rolling communications and marketing plan that evolves with changes in technology and industry trends.	Supervisor of Communications <ul style="list-style-type: none"> Goal Leaders Cabinet 	Ongoing
5. Create a system to generate and promote content that engages digital users and social media followers.	Supervisor of Communications <ul style="list-style-type: none"> Information Technology 	Completed 2015-2016



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GOAL 4



CULTURE OF EXCELLENCE

CARING, QUALITY, DIVERSE, COLLABORATIVE

Objective 1: Ensure that all District staff members understand and consistently demonstrate the CH-UH expectations.

Strategy A: Roll out new Employee Code of Conduct (ECOC) to clarify expectations, increase employee consistency and reduce the number of disciplinary actions.

Action Step	Lead & Team Members	Status
1. District will update ECOC with a realignment of 5 master agreements, new policies, and new administrative guidelines.	Assistant Superintendent of HR & Operations <ul style="list-style-type: none"> • HR Staff • Upslope, Inc. 	Completed 2018-2019
2. Human Resources will meet with administrators throughout the year to calibrate the ECOC rubric.	Assistant Superintendent of HR & Operations <ul style="list-style-type: none"> • Principals 	Ongoing
3. Staff will continue to discuss the ECOC.	Superintendent <ul style="list-style-type: none"> • BOE personnel 	Ongoing
4. Administrators and supervisors will review with staff 3-4 sections from ECOC at each staff meeting for approximately 10min; Evaluate roll out based on feedback from supervisors. District Leadership Team and documented evidence from Employee Code of Conduct rubric.	Building Principals, Central Office Administrators, Department Supervisors <ul style="list-style-type: none"> • Building Leadership Teams • Labor Management Committees 	Completed 2017-2018
5. The ECOC District Leadership Team will meet once a year (January-May) to review implementation.	Superintendent <ul style="list-style-type: none"> • Assistant Superintendent of HR & Operations 	Ongoing



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GOAL 4



CULTURE OF EXCELLENCE
CARING, QUALITY, DIVERSE, COLLABORATIVE

Objective 2: Increase and promote the experiential, educational, demographic diversity of CH-UH staff.

Strategy A: Attract a diverse cadre of new staff members.

Action Step	Lead & Team Members	Status
1. CAMERA (Cleveland Area Minority Educators Recruitment Association) District Membership	Assistant Superintendent of HR & Operations <ul style="list-style-type: none"> Human Resources Staff 	Focus 2019-2020
2. Attend university job fairs.	Assistant Superintendent of HR & Operations <ul style="list-style-type: none"> Human Resources Staff 	Focus 2019-2020
3. Review and realign district hiring process, to include outlining the interview process, questions and identification of interview team members.	Assistant Superintendent of HR & Operations <ul style="list-style-type: none"> Human Resources Staff 	Completed 2018-2019
4. Investigate CH-UH interview training for central office and building level administrators.	Assistant Superintendent of HR & Operations <ul style="list-style-type: none"> Principals Teachers 	Completed 2018-2019
5. Create a webpage that outlines CH-UH hiring process for each bargaining unit and timelines.	Assistant Superintendent of HR & Operations <ul style="list-style-type: none"> Human Resources Staff Supervisor of Communications 	Completed 2018-2019



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GOAL 4



CULTURE OF EXCELLENCE
CARING, QUALITY, DIVERSE, COLLABORATIVE

Objective 3: Strengthen staff skills and practices and develop an expectation for high achievement.

Strategy A: Use internal and external experts to develop and implement ongoing staff-driven professional development opportunities.

Action Step	Lead & Team Members	Status
1. Develop, implement and continuously assess comprehensive Professional Development for District Staff.	Assistant Supt. of Ed. Services, Assistant Superintendent of HR & Operations, District Coordinators, Program Specialists	Ongoing



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GOAL 4



CULTURE OF EXCELLENCE

CARING, QUALITY, DIVERSE, COLLABORATIVE

Objective 3: Strengthen staff skills and practices and develop an expectation for high achievement.

Strategy B: Learn why employees depart the CH-UH District and modify practices accordingly.

Action Step	Lead & Team Members	Status
1. Create an exit interview protocol.	Assistant Superintendent of HR & Operations, Human Resources and Operations Staff	Completed 2016-2017
2. Build a database for use in monitoring and understanding trends.	Assistant Superintendent of HR & Operations, Human Resources Staff, Supervisor of Communications	Focus 2019-2020
3. Assess trends from interviews and recommend District modifications as appropriate.	Assistant Superintendent of HR & Operations, Supervisor of Communications	Focus 2019-2020



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GOAL 4



CULTURE OF EXCELLENCE
CARING, QUALITY, DIVERSE, COLLABORATIVE

Objective 3: Strengthen staff skills and practices and develop an expectation for high achievement.

Strategy C: Ensure the highest level of accuracy in state reporting and coding among CH-UH staff.

Action Step	Lead & Team Members	Status
1. Implement new Finance/Payroll/HR software.	Chief Financial Officer, Assistant Superintendent of HR & Operations, Assistant Treasurer	Focus 2019-2020
2. Comprehensive Workflow Review and realign between HR and Treasurers Office (i.e. eFMLA, PublicSchoolWork's, Transitional Work Program)	Chief Financial Officer, Assistant Superintendent of HR & Operations, Assistant Treasurer	Focus 2019-2020



HEIGHTS 2020: THE PATH TO STUDENT SUCCESS

GOAL 4



CULTURE OF EXCELLENCE
CARING, QUALITY, DIVERSE, COLLABORATIVE

Objective 4: All staff will have the opportunity to participate in health and wellness activities throughout the year.

Strategy A: Plan and implement health and wellness activities in a collaborative process.

Action Step	Lead & Team Members	Status
1. Health and wellness committee planning monthly.	Assistant Superintendent of HR & Operations, Assistant Treasurer	Ongoing



HEIGHTS 2020: THE PATH TO STUDENT SUCCESS

GOAL 4



CULTURE OF EXCELLENCE
 CARING, QUALITY, DIVERSE, COLLABORATIVE

Objective 5: All staff will feel valued for their work and will be recognized for going above and beyond to create a Culture of Excellence in CH-UH.

Strategy A: Design and implement a district employee recognition program.

Action Step	Lead & Team Members	Status
1. Create a monthly staff recognition program that honors employees at each school who are going above and beyond in their role. Solicit nominations from staff members.	Supervisor of Communications, Assistant Superintendent of HR & Operations	Completed 2017-2018
2. Implement a formal staff award system that culminates with an end-of-year banquet to honor teachers, administrators, and classified staff.	Supervisor of Communications, Assistant Superintendent of HR & Operations, Assistant Superintendent of Educational Services	Completed 2017-2018



HEIGHTS 2020: THE PATH TO STUDENT SUCCESS

GOAL 5



OPERATIONAL RESOURCES

FINANCES, TECHNOLOGY, FACILITIES

Objective 1: District facilities will support educational objectives.

Strategy A: Adhere to a 5-year permanent improvement plan.

Action Step	Lead & Team Members	Status
1. Maintain 5-Year Permanent Improvement Plan.	Director of Business Services & Operations	Ongoing
2. Implement prioritized projects.	Director of Business Services & Operations, Superintendent <ul style="list-style-type: none">• Business Services Staff	Ongoing



HEIGHTS 2020: THE PATH TO STUDENT SUCCESS

GOAL 5



OPERATIONAL RESOURCES

FINANCES, TECHNOLOGY, FACILITIES

Objective 1: District facilities will support educational objectives.

Strategy B: Implement Master Facilities Plan.

Action Step	Lead & Team Members	Status
1. Complete high school reconstruction project.	Director of Career Tech, Director of Business Services & Operations, Owner's Representative, Design and Construction Team	Completed 2016-2017
2. Renovate Monticello and Roxboro Middle Schools.	Director of Business Services & Operations, Owner's Representative, Design and Construction Team	Focus 2017 through 2019



HEIGHTS 2020: THE PATH TO STUDENT SUCCESS

GOAL 5



OPERATIONAL RESOURCES

FINANCES, TECHNOLOGY, FACILITIES

Objective 1: District facilities will support educational objectives.

Strategy C: Evaluate Master Facilities Plan.

Action Step	Lead & Team Members	Status
3. Implement Phase II of the Facilities Master Plan (reconstruct all elementary school buildings).	Director of Business Services & Operations, Superintendent, Board of Education	Future Initiative



HEIGHTS 2020: THE PATH TO STUDENT SUCCESS

GOAL 5



OPERATIONAL RESOURCES

FINANCES, TECHNOLOGY, FACILITIES

Objective 2: District Operations will be more sustainable and have reduced costs.

Strategy A: Reduce District energy consumption.

Action Step	Lead & Team Members	Status
1. Identify energy reduction opportunities.	Director of Business Services, Energy Coach	Completed 2016-2017
2. Implement energy reduction opportunities.	Director of Business Services, Energy Coach	Ongoing
3. Develop a consistent CH-UH recycling plan for the entire District.	Director of Business Services, Energy Coach	Ongoing



HEIGHTS 2020: THE PATH TO STUDENT SUCCESS

GOAL 5



OPERATIONAL RESOURCES

FINANCES, TECHNOLOGY, FACILITIES

Objective 2: District Operations will be more sustainable and have reduced costs.

Strategy B: Ensure healthy indoor air quality in every building.

Action Step	Lead & Team Members	Status
1. Fully train operations staff in the use of PM Direct.	Lead Trades, Trades • School Dude, Lawhon & Associates	Completed 2018-2019
2. Implement all required HVAC ventilation equipment preventative maintenance work.	HVAC Tradesmen • Custodians	Completed 2018-2019



HEIGHTS 2020: THE PATH TO STUDENT SUCCESS

GOAL 5



OPERATIONAL RESOURCES FINANCES, TECHNOLOGY, FACILITIES

Objective 3: The Community will be well informed regarding the state of District operations.

Strategy A: Evaluate the effectiveness of non-instructional staff and services.

Action Step	Lead & Team Members	Status
1. Determine what the community feels are key operational metrics.	Director of Business Services & Operations <ul style="list-style-type: none"> • Business Services staff • Administration • Supervisor of Communications • Baseline Management 	Focus 2019-2020
2. Create a “dashboard” of key operational metrics.	Director of Business Services & Operations <ul style="list-style-type: none"> • Business Services staff • Supervisor of Communications 	Future Initiative
3. Make “dashboard” available on District website.	Director of Business Services & Operations <ul style="list-style-type: none"> • Supervisor of Communications 	Future Initiative



HEIGHTS 2020: THE PATH TO STUDENT SUCCESS

GOAL 5



OPERATIONAL RESOURCES

FINANCES, TECHNOLOGY, FACILITIES

Objective 4: District will be in the top 25 for instructional spending among like Districts per Ohio Department of Education report card.

Strategy A: Focus resources on instructional staff and student services.

Action Step	Lead & Team Members	Status
1. Define District organizational chart.	Superintendent	Ongoing



HEIGHTS 2020: THE PATH TO STUDENT SUCCESS

GOAL 5



OPERATIONAL RESOURCES FINANCES, TECHNOLOGY, FACILITIES

Objective 5: Improve transparency and communication on school funding/finance.

Strategy A: Optimize use of existing systems and complement with new mechanisms as needed.

Action Step	Lead & Team Members	Status
1. Investigate preparation of Popular Annual Financial Report (PAFR).	Chief Financial Officer • Supervisor of Communications	Completed 2016-2017
2. Investigate Treasurer of State “Checkbook” Product.		Completed 2017-2018
3. Conduct ongoing community education meetings on school funding/finance, including portion of annual State of Schools address.		Ongoing
4. Codify procedures to provide clarity and consistency.		Ongoing
5. Increase advocacy - educate our community about the realities of the State funding system.		Ongoing



HEIGHTS 2020: THE PATH TO STUDENT SUCCESS

GOAL 5



OPERATIONAL RESOURCES FINANCES, TECHNOLOGY, FACILITIES

Objective 6: District will create a future-ready network infrastructure that delivers adequate speeds for classroom technology for the next seven years.

Strategy A: Increase classroom access to educational technology devices and improve connectivity.

Action Step	Lead & Team Members	Status
1. Perform site surveys to determine adequate connectivity for learning.	Coordinator of Technology <ul style="list-style-type: none"> • IT Vendors • Business Services 	Completed 2016-2017
2. Increase/update Wireless Access Points in classrooms.		Completed 2016-2017
3. District will create a 5-year device plan to assure technology use within lifecycle.		Focus 2019-2020



HEIGHTS 2020: THE PATH TO STUDENT SUCCESS

GOAL 5



OPERATIONAL RESOURCES

FINANCES, TECHNOLOGY, FACILITIES

Objective 6: District will create a future-ready network infrastructure that delivers adequate speeds for classroom technology for the next seven years.

Strategy B: Enhance District network infrastructure.

Action Step	Lead & Team Members	Status
1. Upgrade network switches in school building Main Distribution Frames and the District's Network Operations Center.	Coordinator of Technology <ul style="list-style-type: none">• IT Vendors• Business Services	Completed 2018-2019
2. Increase Internet bandwidth speeds to take advantage of improved infrastructure.		Focus 2019-2020



HEIGHTS 2020: THE PATH TO STUDENT SUCCESS

GOAL 5



OPERATIONAL RESOURCES FINANCES, TECHNOLOGY, FACILITIES

Objective 7: Increase capacity of district personnel in accessing and utilizing external resources to supplement and enhance current educational practices.

Strategy A: Establish, inform and support principals, teachers and staff in applying for grants, Donors Choose and other appropriate opportunities that occur.

Action Step	Lead & Team Members	Status
1. Create protocol and grants calendar.	Supervisor of Federal Programs and Grants <ul style="list-style-type: none"> • Subject matter experts/staff depending on the specific grant 	Ongoing
2. Identify funding prospects/opportunities; provide summary to relevant internal staff; convene teams; write, edit and submit grants as needed.	Supervisor of Federal Programs and Grants <ul style="list-style-type: none"> • Educational Services for determination of grant alignment with District initiatives 	Ongoing
3. Establish, inform and support principals, teachers and staff regarding the District administrative guidelines for grants, Donors Choose and other appropriate opportunities that occur.	Supervisor of Federal Programs and Grants	Ongoing
4. Develop the best method for delivering information about grants and other opportunities to classroom teachers/staff (ex. email, social media, direction to a list on the grants site, etc.).	Supervisor of Federal Programs and Grants <ul style="list-style-type: none"> • Educational Services • Grant Team teachers • Supervisor of Communications 	Ongoing



HEIGHTS 2020: THE PATH TO STUDENT SUCCESS

GOAL 5



OPERATIONAL RESOURCES FINANCES, TECHNOLOGY, FACILITIES

Objective 7: Increase capacity of district personnel in accessing and utilizing external resources to supplement and enhance current educational practices.

Strategy B: Use of Funds: Ensure effective, allowable use of, and evaluation of, entitlement funds (e.g., Titles I, II and III, IDEA, Career Tech, Public Preschool).

Action Step	Lead & Team Members	Status
1. Maintain and share information concerning federal changes (e.g. ESSA), ODE updates and super-circular regulations.	Supervisor of Federal Programs and Grants	Ongoing
2. Research effective evaluation plans with pre/post data for entitlement funds to assess impact/efficacy of use funds.	Supervisor of Federal Programs and Grants <ul style="list-style-type: none">• Director of Data, Research and Assessment	Ongoing



HEIGHTS 2020: THE PATH TO STUDENT SUCCESS

GOAL 5



OPERATIONAL RESOURCES

FINANCES, TECHNOLOGY, FACILITIES

Objective 8: District facilities will provide a safe and secure physical environment for students, staff and visitors.

Strategy A: Ensure that all reconstructed District buildings incorporate state-of-the-art safety and security features.

Action Step	Lead & Team Members	Status
1. Update and deploy comprehensive safety and security plans and reporting protocols.	Coordinator of Safety and Security <ul style="list-style-type: none">• Project Design Team	Ongoing

