

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"> • Director of Principal Leadership and Development • Principals • Educational Services • Guidance Counselors 	Focus 2016-2017
2. Identify factors that prohibit students from graduating on time by prioritizing PreK-12 factors/barriers to graduation.		Completed 2015-2016
3. Review and revise PreK-12 promotion and retention practices and policies.		Focus 2016-2017
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.		Ongoing



Felisha Gould, Assistant Superintendent of Educational Services

Winter 2017: The Educational Services Department has included updates about high school graduation requirements in the 2017-2018 program planning guide, which was published in January 2017. The District offers night school and credit recovery options to help students graduate. (Goal 1.1.A.1.)



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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"> High School Administrators Educational Services 	Focus 2016-2017
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.	High School Administrators <ul style="list-style-type: none"> Guidance Counselors Educational Services 	Completed 2015-2016
3. Provide support and a variety of recovery options for students at risk of not meeting their potential, particularly during transitions between school levels. (i.e., online courses, night school, after school-tutoring options).	High School Principal <ul style="list-style-type: none"> High School Team Coordinator of Alternative Programs Educational Services 	Ongoing



Felisha Gould, Assistant Superintendent of Educational Services

Winter 2017: The Exploring College Readiness Institute (ECRI) program has been implemented to support 9th grade students. This includes team teaching and AVID for development of writing, inquiry, collaborating, organization and readiness to learn. (Goal 1.1.B.1.)



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STUDENT OUTCOMES EXPECTATIONS, PROFICIENCY & MASTERY

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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 	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.		Ongoing
4. Establish mobile health clinics at schools.		Focus 2016-2017



Dr. Jeffrey Johnston, Director of Student Services

Winter 2017: The District has established a multi-year service agreement with the Cleveland Clinic to provide pediatric medical services at Boulevard and Oxford and telehealth services at Heights High, which allows students to gain access to doctors via video chat. As part of a multi-tier system of support the District has implemented a Student Assistance Team process in each school, coordinated by the Department of Student Services. (Goal 1.1.C.3&4.)



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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 Student Services <ul style="list-style-type: none"> Information Technology Director of Data Research and Assessment Director of Curriculum Educational Services Guidance Counselors 	Ongoing
2. Create a coherent plan for the purchase of educational resources/textbooks and vertical alignment of curriculum, instruction and assessment.	Director of Principal Leadership and Development <ul style="list-style-type: none"> Director of Curriculum 	Focus 2016-2017
3. Initiate a communication strategy for bringing online students back to the District to complete their education. Utilize the platform to expand 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 	Ongoing



Bob Swaggard, Director of Curriculum

Winter 2017: Recent math and English curriculum adoptions, and pilot materials for science, include both online and print resources. (Goal 1.1.D.2.)



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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 research-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 • Educational Services • Principals 	Focus 2016-2017
2. Monitor professional learning practices and development through the use of walkthroughs and the Ohio Teacher Evaluation System (OTES).	Assistant Supt. of Ed. Services, Director of Principal Leadership and Development <ul style="list-style-type: none"> • School Staff 	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 	Ongoing



Felisha Gould, Assistant Superintendent of Educational Services

Winter 2017: The Educational Services Department has begun implementing a multi-year professional development plan for all staff. The District is holding a conference-style professional development day in February 2017 that will cover a range of topics for staff members throughout the District. (Goal 1.2.A.1.)



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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 research-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. Re-establish the Curriculum Advisory Council focused on the scope and sequence of learning essentials. Start the pilot of English Language Arts (ELA) materials K-12 and rollout of newly adopted math curriculum & resources for grades 6-12.	Assistant Supt. of Ed. Services <ul style="list-style-type: none"> • Director of Curriculum • Educational Services • K-12 Teachers • District Leadership Team • Reading Chairs • Instructional Specialist for Math 	Completed 2015-2016
5. Acquire and implement new assessment and data system.	Director of Data, Research and Assessment <ul style="list-style-type: none"> • Thinkgate Leaders • Principals • Data Team 	Completed 2015-2016
6. Develop a five-year Career and Technical Education plan to create broader opportunities for all students. Review and update exams and CTE assessments to ensure they align with the new graduation requirements and state report card.	Director of CTE <ul style="list-style-type: none"> • Principals • CTE liaisons from the other participating districts • CTE Teachers • CTE Working Group • EMIS Coordinator 	Focus 2016-2017



Bradley Callender, Director of Career and Technical Education

Winter 2017: The District has created a new strategic plan specifically for CTE, working in conjunction with the CTE community group. The Board of Education heard a presentation on the District's CTE program at its January work session. (Goal 1.2.A.6.)



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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 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 <ul style="list-style-type: none"> Educational Services Principals Coordinator of Safety and Security 	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
4. Increase the number of students participating in District-sponsored extracurricular activities at middle schools and high school.	Assistant Supt. of Ed. Services <ul style="list-style-type: none"> Director of Student Services Educational Services Building Leadership Team Principals Guidance Counselors Athletic Director 	Ongoing



Dr. Jeffrey Johnston, Director of Student Services

Winter 2017: The District's PBIS team has been implementing programs in the high school and middle schools this year, including a student reward system for demonstrating positive behavior. (Goal 1.3.A.3.)



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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.

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Action Step	Lead & Team Members	Status
5. Use comprehensive classroom management strategies (CHAMPS - Conversation, Help, Activity, Movement, Participation, Success and Conscious Discipline) in schools to reduce disciplinary referrals.	Assistant Supt. of Ed. Services <ul style="list-style-type: none"> • Director of Curriculum • 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 • Guidance Counselors 	Ongoing
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 	Future Initiative
8. Abandon current instructional initiatives, programs, materials and other resources that do not 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



Bob Swaggard, Director of Curriculum

Winter 2017: The District is offering SAT/ACT prep sessions through Study Island, the high school librarians and College Now sessions. We are increasing the use of Naviance as a tool for communication with students and for college planning. (Goal 1.3.A.6.)



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GOAL 2



EDUCATIONAL APPROACH EQUITY, EMPOWERMENT, OPPORTUNITIES

Objective 1: Close the academic and 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. Design priority lists specific to closing achievement gaps and implement research-based instructional strategies to meet student needs.	Principals <ul style="list-style-type: none"> • Building Leadership Teams • Teacher-Based Teams • Guidance Counselors 	Ongoing
2. Principals will submit recurring reports for progress monitoring of effectiveness of instructional strategies by setting timelines for benchmark assessments.	Director of Principal Leadership and Development <ul style="list-style-type: none"> • Building Leadership Teams 	Ongoing
3. Develop plan for increased equity in Advanced Placement (AP) courses; work with the Middle School Scholars Program (MSSP) coordinator to increase equitable representation at the elementary and middle schools.	Coordinator of Gifted and Fine Arts <ul style="list-style-type: none"> • High School Equity Team • Principals • Equal Opportunity Schools • Guidance Counselors • AP Teachers 	Focus 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 Principal Leadership and Development	Completed 2015-2016



Sandy Womack, Director of Principal Leadership and Development

Winter 2017: Advanced Placement and MSAN College Fairs were held in January 2017. The District is currently designing a calendar of events to support the current EOS students in AP classes. (Goal 2.1.A.3.)



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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 discussions based on expectations for all students.	Assistant Supt. of Ed. Services <ul style="list-style-type: none"> • MSAN • Information Technology • Technology Integration • Educational Services • Building Principals • Guidance Counselors • Student Services 	Focus 2016-2017
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).	Assistant Supt. of Ed. Services <ul style="list-style-type: none"> • Information Technology • Technology Integration • Educational Services • Building Principals • Guidance Counselors • Student Services 	Ongoing
3. Use a train the trainers model to build staff capacity to facilitate quarterly/per trimester BLT discussion on cultural competency and higher expectations for all students of color.		Ongoing



Sandy Womack, Director of Principal Leadership and Development

Winter 2017: Equity professional development sessions have been ongoing with the Equity Team members and four of our Focus Schools. Staff members from ALC, media ancillaries, paraprofessionals and all elementary BLT's have received equity training. (Goal 2.2.A.1.)



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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 and Labor Management committee to discuss equitable enforcement of policies.	Superintendent <ul style="list-style-type: none"> • Summit • District Leadership Team • Labor Management Committee • Teacher Administration Partnership 	Ongoing



Dr. Talisa L. Dixon, Superintendent

Winter 2017: The Board of Education adopted a formal policy for educational equity throughout the District in August 2016. This policy is the first of its kind among Northeast Ohio school districts. (Goal 2.3.A.1.)



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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 District families to determine what devices they own and if they have home Internet access.	Epiphany Management Group <ul style="list-style-type: none"> • Informational 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



Colby Byrom, IT Supervisor (Epiphany Management Group)

Winter 2017: The IT Department will research Bring Your Own Device feasibility in the future. (Goal 2.4.A.2.)



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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 Common Core State Standards and 21st century skills.

Strategy A: Ensure all schools implement curriculum and instructional strategies aligned to Common Core State Standards and 21st century skills.

Action Step	Lead & Team Members	Status
1. Align school's curriculum, assessment and instructional practices to Common Core State Standards and develop common scope and sequence.	Director of Curriculum <ul style="list-style-type: none"> • Building Principals • Data and Assessment Director 	Ongoing
2. Measure the number of students making adequate annual growth on District and State Assessments.		Ongoing
3. Increase the percentage of students graduating who meet requirements for 2-4 year college/university as well as military and industry recognized credentials.	Director of Curriculum <ul style="list-style-type: none"> • Career Technical Education • College NOW 	Ongoing
4. Assess the current course offerings and align to the Ohio graduation requirements in K-12.	Director of Curriculum <ul style="list-style-type: none"> • Educational Services • Advisory Groups 	Ongoing



Bob Swaggard, Director of Curriculum

Winter 2017: We have reviewed and modified District assessments in math to reflect Ohio Learning Standards. The Curriculum and Instruction team holds monthly K-5 grade level meetings to focus on curriculum, instruction and assessment across all buildings. (Goal 2.5.A.1.)



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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 Common Core State Standards and 21st century skills.

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

Action Step	Lead & Team Members	Status
1. Utilize state assessment data to inform decisions and prioritize resources to address achievement gaps for specific student populations (e.g. Special Education, English Language Learners, Diverse Populations).	Principals <ul style="list-style-type: none"> • Guidance Counselors • Teachers • Academic Support Teams • Social Workers • Psychologists 	Ongoing
2. Establish measures to review the percentage of disproportionate groups that receive Special Educational Services (English Language Learners, Diverse Populations) utilizing recurring report forms.		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



Bob Swaggard, Director of Curriculum

Winter 2017: The Educational Services Department offers summer opportunities for reinforcement and enrichment for students who have identified needs. (Goal 2.5.B.3.)



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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 entering kindergarten students who participate in preschool partnership programs.	Director of Curriculum <ul style="list-style-type: none"> • Pre-K Specialist • Coordinator of Special Education • Pre-K Teachers • Elementary Building Principals • External Partners 	Focus 2016-2017
2. Increase the number of kindergarten students demonstrating kindergarten 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 Common Core State Standards (CCSS).		Ongoing
4. Create an early learning literacy plan that aligns to Common Core State Standards.		Ongoing



Sandy Womack, Director of Principal Leadership and Development

Winter 2017: Enrollment in our preschool classes are full at Oxford and Noble. The District's preschool programs at Noble and Gearity were awarded five-star ratings by the Ohio Department of Education's Step Up To Quality division in January 2017. (Goal 2.6.A.1.)



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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, Coordinator of Partnerships <ul style="list-style-type: none"> • Teachers • Parent Leads • Assistant Superintendent of Educational Services • Student Services 	Future Initiative
3. Work with community partners to provide parent empowerment training.	Supervisor of Communications, Coordinator of Partnerships <ul style="list-style-type: none"> • Principals 	Future Initiative



Felisha Gould, Assistant Superintendent of Educational Services

Winter 2017: The District provided training for BLT's in the summer of 2016. BLT groups have also received equity training and support throughout the 2016-2017 year. Curriculum and Instruction team members continue to support K-5 teachers and content area teachers in 9-12. (Goal 3.1.A.1.)



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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, Coordinator of Partnerships <ul style="list-style-type: none"> District Leaders 	Ongoing
2. Engage representatives from every District parent organization to determine how best to structure interactions/communications between parents and parent groups.		Ongoing



Scott Wortman, Supervisor of Communications

Winter 2017: The District plans to invite community partners to its annual State of the Schools Address in the Spring of 2017. Partner organizations will hear from the Superintendent on all aspects of the District. (Goal 3.1.B.1.)



HEIGHTS 2020: THE PATH TO STUDENT SUCCESS

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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 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 Career Tech, Coordinator of Partnerships • Supervisor of Communications	Completed 2015-2016
2. Create partnership agreement forms aligned to administrative guidelines.	Director of Career Tech, Coordinator of Partnerships	Future Initiative
3. Secure a formal agreement with a minimum of one organization in the areas of academics, social emotional learning and health.	Director of Career Tech, Coordinator of Partnerships • Supervisor of Communications • Guidance Counselors • Social Workers • Board Members	Future Initiative
4. Expand current efforts (Coventry Wellness Center) to use District assets as community centers for providing student and family social emotional supports and development.	Director of Student Services • Director of Business Services • Guidance Counselors • Social Workers • PTA Liaisons/Leads • Board Members • Students • Representatives from MS and HS	Ongoing
5. Coordinate and facilitate a Partnership Forum for community and organizational partners.	Coordinator of Partnerships, Supervisor of Communications • Director of Business Services	Completed 2015-2016



Dr. Jeffrey Johnston, Director of Student Services

Winter 2017: The District has leased space in the Coventry building to community agencies who provide mental health services to district students and their families. (Goal 3.2.A.4.)



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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.	Director of Career Tech	Ongoing
2. Publicize information on College Credit Plus and college/scholarship opportunities.	Director of Curriculum, Coordinator of Partnerships, Supervisor of Communications	Ongoing
3. Craft and implement a plan to increase scholarship funds.	Guidance Counselors, Director of Curriculum	Future Initiative
4. Develop and implement a plan to increase endowment and sponsorship opportunities.	Supervisor of Communications • Development Officer	Focus 2016-2017



Scott Wortman, Supervisor of Communications

Winter 2017: The District has partnered with the former CHHS Alumni Foundation in its transition to a broader-reaching Heights Schools Foundation. The foundation’s mission is to enhance and enrich the educational experiences of all CH-UH students (Goal 3.2.B.4.)



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

Action Step	Lead & Team Members	Status
1. Develop a shadowing plan for all students.	Director of Career Tech, Coordinator of Partnerships	Future Initiative
2. Increase partnerships and opportunities for internships, mentorships, stewardships and leadership.		Ongoing



Bradley Callender, Director of Career and Technical Education

Winter 2017: The District’s Career and Technical Education programs continue to work with area business partners to provide educational and enriching experiences for students. (Goal 3.2.C.2.)



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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 D: Prepare all students for career and college success.

Action Step	Lead & Team Members	Status
1. Expose all HS and MS students to career and college workshops on soft/people skills, organizational/time management skills, cover letter/resume writing and interviewing.	Director of Career Tech, Director of Curriculum, Guidance Counselors	Ongoing
2. Contact all HS students/parents individually on career and college opportunities and plans.		Ongoing
3. Create online page of tips and helpful hints for students and parents on college applications and preparation for careers.	Director of Career Tech, Supervisor of Communications, Guidance Counselors • Director of Curriculum	Ongoing



Bob Swaggard, Director of Curriculum

Winter 2017: The Curriculum and Instruction team is implementing the use of WICOR (writing, inquiry, collaboration, organization, and ready to learn) strategies with all K-12 teaching staff. The IB MYP emphasizes the development of skills needed for college and career. (Goal 3.2.D.1.)



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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 	Ongoing
2. Establish administrative guidelines for customer service and staff communication with families and community members.	Supervisor of Communications <ul style="list-style-type: none"> Secretaries Teachers Student Services Building Leadership Teams 	Focus 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 	Future Initiative
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



Scott Wortman, Supervisor of Communications

Winter 2017: The Communications Department has facilitated multiple professional development sessions on customer service for classified staff and security monitors. Communications is creating a document with a customer service mission and principles for all District staff to follow. (Goal 3.3.A.2.)



HEIGHTS 2020: THE PATH TO STUDENT SUCCESS

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. Human Resources will meet with administrators throughout the year to calibrate the ECOC rubric.	Assistant Superintendent of HR & Operations • Principals	Ongoing
2. Staff will continue to discuss the ECOC.	Superintendent • BOE personnel	Ongoing
3. Administrators and supervisors will review with staff one section from ECOC at each staff meeting. Evaluate rollout based on feedback from supervisors, District Leadership Team and documented evidence from Employee Code of Conduct rubric.	Building Principals, Central Office Administrators, Department Supervisors • Building Leadership Teams • Labor Management Committees	Ongoing
4. The ECOC District Leadership Team will meet once a year (January-March) to review implementation.	Superintendent • Assistant Superintendent of HR & Operations	Ongoing



Dr. Paul Lombardo, Assistant Superintendent of Human Resources and Operations

Winter 2017: Building principals continue to discuss the ECOC during each staff meeting. HR provided mid-year data to principals in December 2016. An ECOC BLT will be scheduled for March 2017. Updated Administrative Guidelines can be accessed on our website. (Goal 4.1.A.1-4.)



HEIGHTS 2020: THE PATH TO STUDENT SUCCESS

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 - Career Tech Teacher Program.	Assistant Superintendent of HR & Operations <ul style="list-style-type: none"> • Human Resources Staff • Staff Members 	Ongoing
2. Define “diverse cadre”.		Future Initiative
3. Attend university job fairs.		Ongoing
4. Partnerships with local universities.	Assistant Superintendent of HR & Operations <ul style="list-style-type: none"> • Principals • Teachers 	Ongoing
5. Align district interview questions with Strategic Plan and Equity Policy.	Assistant Superintendent of HR & Operations <ul style="list-style-type: none"> • Human Resources Staff 	Ongoing



Dr. Paul Lombardo, Assistant Superintendent of Human Resources and Operations

Winter 2017: The District continues to participate in CAMERA, which is partnering with HBCU Career Services. (Goal 4.2.A.1.)



HEIGHTS 2020: THE PATH TO STUDENT SUCCESS

GOAL 4



CULTURE OF EXCELLENCE
 CARING, QUALITY, DIVERSE, COLLABORATIVE

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

Strategy B: Assess current roles and responsibilities in order to create appropriate job descriptions and review onboarding orientation and process.

Action Step	Lead & Team Members	Status
1. Conduct audit of current roles within the District.	Assistant Superintendent of HR & Operations, Department Heads and Supervisors <ul style="list-style-type: none"> Varied depending on department structure, but to be a collaborative effort within the team 	Ongoing
2. Review onboarding orientation and process.	Assistant Superintendent of HR & Operations <ul style="list-style-type: none"> Human Resources Staff 	Focus 2016-2017



Dr. Paul Lombardo, Assistant Superintendent of Human Resources and Operations

Winter 2017: The Human Resources Department has updated the District’s onboarding orientation process. HR is currently developing new forms, including a new hire checklist and flow chart, for the orientation process. (Goal 4.2.B.2.)



HEIGHTS 2020: THE PATH TO STUDENT SUCCESS

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	Focus 2016-2017



Dr. Paul Lombardo, Assistant Superintendent of Human Resources and Operations

Winter 2017: The Human Resources Department has been collaborating with the Educational Services Department to develop high-quality professional development opportunities for all staff. (Goal 4.3.A.1.)



HEIGHTS 2020: THE PATH TO STUDENT SUCCESS

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	Focus 2016-2017
2. Build a database for use in monitoring and understanding trends.	Assistant Superintendent of HR & Operations, Human Resources Staff, Supervisor of Communications	Ongoing
3. Assess trends from interviews and recommend District modifications as appropriate.	Assistant Superintendent of HR & Operations, Supervisor of Communications	Ongoing



Dr. Paul Lombardo, Assistant Superintendent of Human Resources and Operations

Winter 2017: The Human Resources Department has created an exit interview process for classified and certified staff. This process includes a checklist for departing staff members and an online exit interview survey. (Goal 4.3.B.1.)



HEIGHTS 2020: THE PATH TO STUDENT SUCCESS

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 Sungard.	Chief Financial Officer, Assistant Superintendent of HR & Operations, Assistant Treasurer	Focus 2016-2017



Dr. Paul Lombardo, Assistant Superintendent of Human Resources and Operations

Winter 2017: The District is currently in the process of working with NEONET to implement the new Sungard system. The second parallel run of payroll was scheduled for end of January 2017. Training for Human Resources staff is to follow. (Goal 4.3.C.1.)



HEIGHTS 2020: THE PATH TO STUDENT SUCCESS

GOAL 4



CULTURE OF EXCELLENCE
CARING, QUALITY, DIVERSE, COLLABORATIVE

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

Strategy D: 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. Create technology-coaching program.	IT Supervisor, Technology Integration Specialist <ul style="list-style-type: none">• Information Technology• Technology Integration• Curriculum and Instruction• Students	Ongoing



Colby Byrom, IT Supervisor

Winter 2017: Christy Bauer, the District’s Program Specialist for Instructional Technology, continues to provide regular tech training for teachers and other staff members. Staff have multiple opportunities to become a Google certified educator. (Goal 4.3.D.1.)



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



Dr. Paul Lombardo, Assistant Superintendent of Human Resources and Operations

Winter 2017: The District's Wellness Committee was awarded \$25,000 in grant money for the next fiscal year to continue implementing its programs district-wide. HR and Operations are working to train all District staff in AED/CPR by July 2018. (Goal 4.4.A.1.)



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. Develop and implement 5-Year Permanent Improvement Plan.	Director of Business Services	Completed 2015-2016
2. Implement prioritized projects.	Director of Business Services, Superintendent • Business Services Staff	Ongoing



George Petkac, Director of Business Services

Winter 2017: The architects/consultants are working on design documents for Fiscal Year 2017-2018 projects. (Goal 5.1.A.2.)



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 & Operations, Owner's Representative, Design and Construction Team	Focus 2016-2017
2. Design and reconstruct Monticello and Roxboro Middle Schools.		Ongoing
3. Implement Phase II of the Facilities Master Plan (reconstruct all elementary school buildings).		Future Initiative



George Petkac, Director of Business Services

Winter 2017: The high school renovation project is on schedule to be completed in time for the start of the 2017-2018 school year. The middle school renovation project is underway, with the Board of Education having approved schematic designs in January 2017. (Goal 5.2.B.1&2.)



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	Focus 2016-2017
2. Implement energy reduction opportunities.		Future Initiative
3. Develop a consistent CHUH recycling plan for the entire District.	Director of Business Services, Energy Coach	Future Initiative



George Petkac, Director of Business Services

Winter 2017: All classified staff and administrators have been trained on the Green Apple Project initiative. Certified staff are up next to learn about the program. As part of the Green Apple Project, HVAC systems in District buildings are being set to a specific standard. (Goal 5.2.A.1&2.)



HEIGHTS 2020: THE PATH TO STUDENT SUCCESS

GOAL 5



OPERATIONAL RESOURCES

FINANCES, TECHNOLOGY, FACILITIES

Objective 3: 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



Dr. Talisa L. Dixon, Superintendent

Winter 2017: The District continues to update its organizational chart as roles shift. The Board of Education is apprised of the District's current organizational structure. (Goal 5.3.A.1.)



HEIGHTS 2020: THE PATH TO STUDENT SUCCESS

GOAL 5



OPERATIONAL RESOURCES FINANCES, TECHNOLOGY, FACILITIES

Objective 4: 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	Focus 2016-2017
2. Investigate Treasurer of State “Checkbook” Product.		Ongoing
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



Scott Gainer, Treasurer/CFO

Winter 2017: The Finance and Communications departments have been collaborating to create a PAFR for the district with the goal of publishing the document this spring. The Finance Department published the District’s annual CAFR in January. (Goal 5.4.A.1.)



HEIGHTS 2020: THE PATH TO STUDENT SUCCESS

GOAL 5



OPERATIONAL RESOURCES FINANCES, TECHNOLOGY, FACILITIES

Objective 5: 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.	IT Supervisor <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.		Ongoing



Colby Byrom, IT Supervisor

Winter 2017: The IT Department will conduct additional surveys as needs change, or as technology use increases. (Goal 5.5.A.1&2.)



HEIGHTS 2020: THE PATH TO STUDENT SUCCESS

GOAL 5



OPERATIONAL RESOURCES FINANCES, TECHNOLOGY, FACILITIES

Objective 5: 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.	IT Supervisor <ul style="list-style-type: none"> • IT Vendors • Business Services 	Focus 2016-2017
2. Increase Internet bandwidth speeds to take advantage of improved infrastructure.		Ongoing



Colby Byrom, IT Supervisor

Winter 2017: The IT Department is currently in the planning stages of upgrading the District's network switches. Upgrades are scheduled for Spring of 2017. Bandwidth utilization is evaluated each school year, and current speeds are adequate for current usage. (Goal 5.5.B.1&2.)



HEIGHTS 2020: THE PATH TO STUDENT SUCCESS

GOAL 5



OPERATIONAL RESOURCES FINANCES, TECHNOLOGY, FACILITIES

Objective 6: 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 • 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 • 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	Focus 2016-2017
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 • Educational Services • Grant Team teachers • Supervisor of Communications	Ongoing



Sue Pardee, Supervisor of Federal Programs and Grants

Winter 2017: The Human Resources Department has proposed new administrative guidelines and a Board policy for staff usage of online crowdfunding sites such as Donors Choose and GoFundMe. (Goal 5.6.A.3.)



HEIGHTS 2020: THE PATH TO STUDENT SUCCESS

GOAL 5



OPERATIONAL RESOURCES FINANCES, TECHNOLOGY, FACILITIES

Objective 6: 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	Focus 2016-2017
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 • Director of Data, Research and Assessment	Ongoing



Sue Pardee, Supervisor of Federal Programs and Grants

Winter 2017: The Federal Programs and Grants office, along with the Assistant Superintendent, monitors the changes unfolding under ESSA as the Ohio Department of Education drafts a state plan for accountability and entitlement funds. Ongoing ODE and AOS audits of program compliance include the 2016 AOS audit, 21st CCLC financial audit for two programs and Straight A continuing program audit – all successful with no findings or problems. (Goal 5.6.B.1.)



HEIGHTS 2020: THE PATH TO STUDENT SUCCESS

GOAL 5



OPERATIONAL RESOURCES FINANCES, TECHNOLOGY, FACILITIES

Objective 7: 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

Bryan Loretz, Coordinator of Safety and Security

Winter 2017: Safety and security plans are in place for all District buildings. These plans are evaluated and updated on an ongoing, as-needed basis. To date, all buildings are in compliance with state standards. (Goal 5.7.A.1.)

