



# 2026 Strategic Plan

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Board Meeting  
September 8, 2021

# Presentation Goals

- ❖ Share strategic plan dashboard
- ❖ Share strategic plan website
- ❖ Seek approval for 2026 plan

# Planning Timeline

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

# Committee Members

**Jon Ollie**, District Parent

**Nancy Pepler**, Supervisor of Community & School Partnerships

**Saroya Queen-Tabor**, District Parent

**Karen Rego**, Cleveland Heights Teachers Union President

**Davida Russell**, Cleveland Heights City Council Member

**Dr. Hannah Reid**, Heights High School Teacher

**Janus Small**, Janus Small Associates

**Tiffany Scruggs**, Janus Small Associates

**Mac Stephens**, Heights Football Head Coach

**Bob Swaggard**, Director of Curriculum & Instruction

**Adam Voight**, District Parent

**Stephen Walker**, 21st Century Grant Coordinator

**Dr. Brian Williams**, Coordinator of Alternative Education

**Beverly Wright**, CH-UH Board of Education Member

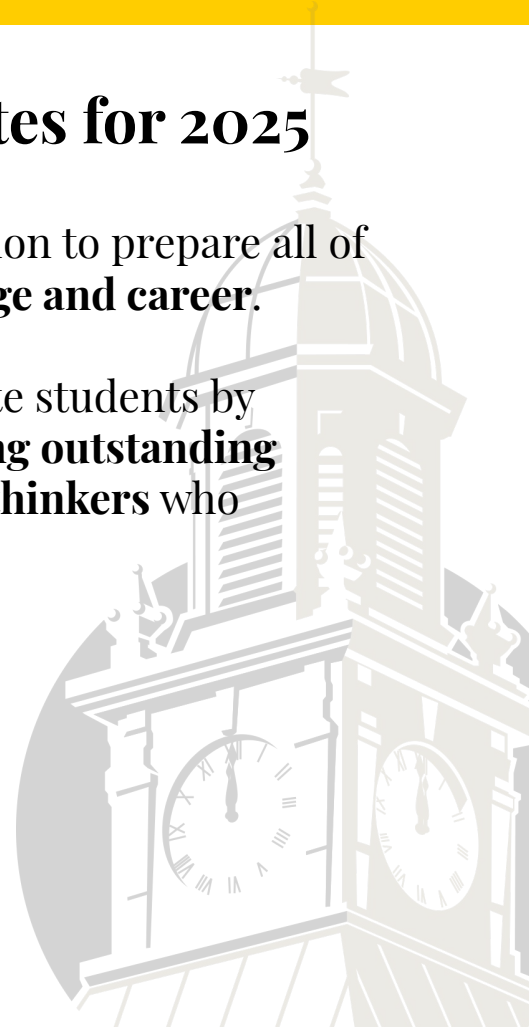
# Mission, Vision & Values: Proposed Updates for 2025

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

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

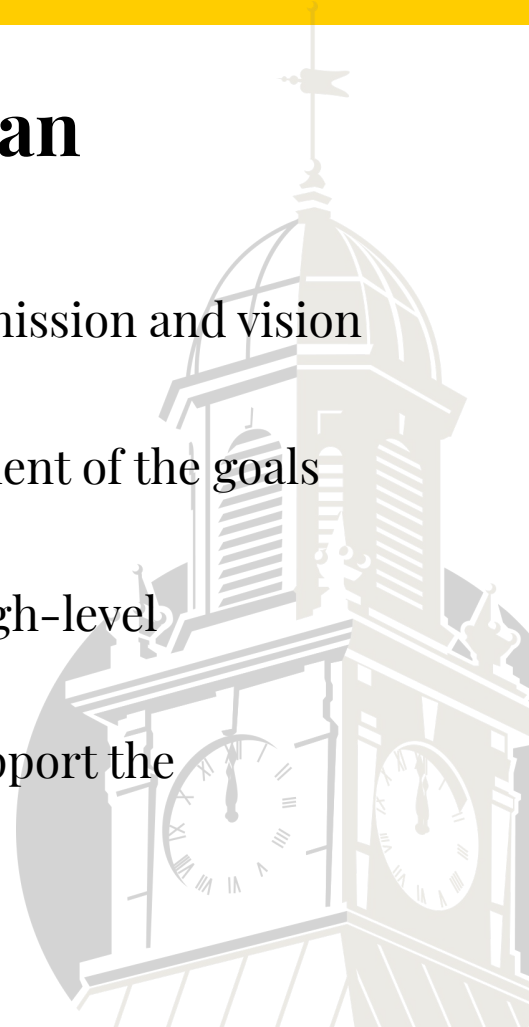
## **Core Values :**

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



# Components of Strategic Plan

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



# 2025 Key Data Targets

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

**80%** of students will show proficiency on state assessments

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

**95%** of students will graduate in 4 years

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

# 2026 Cleveland Heights-University Heights Strategic Plan

*Excellence for All*







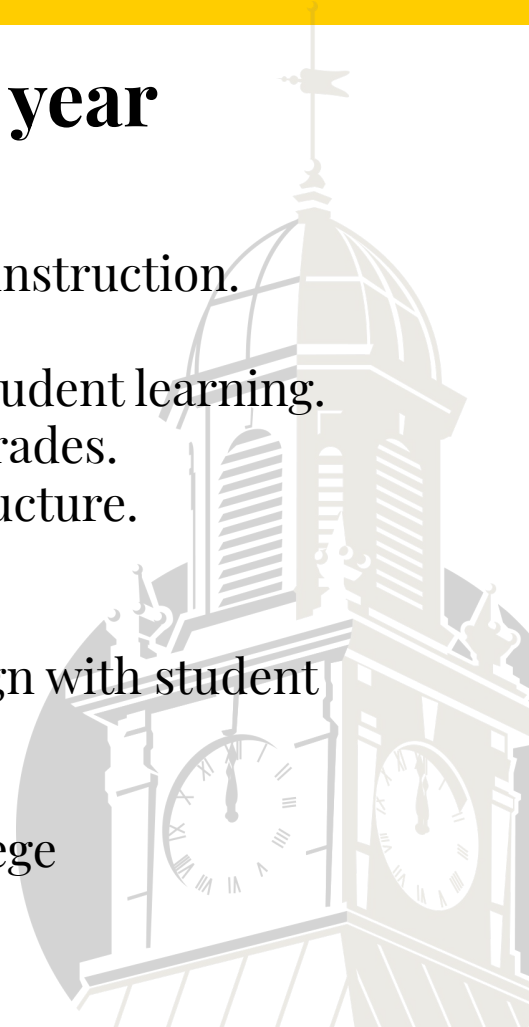
# Strategic Plan Goal 1

Student Outcomes: Expectations,  
Proficiency and Mastery

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

# Goal 1 Action Steps - 2021-2022 school year

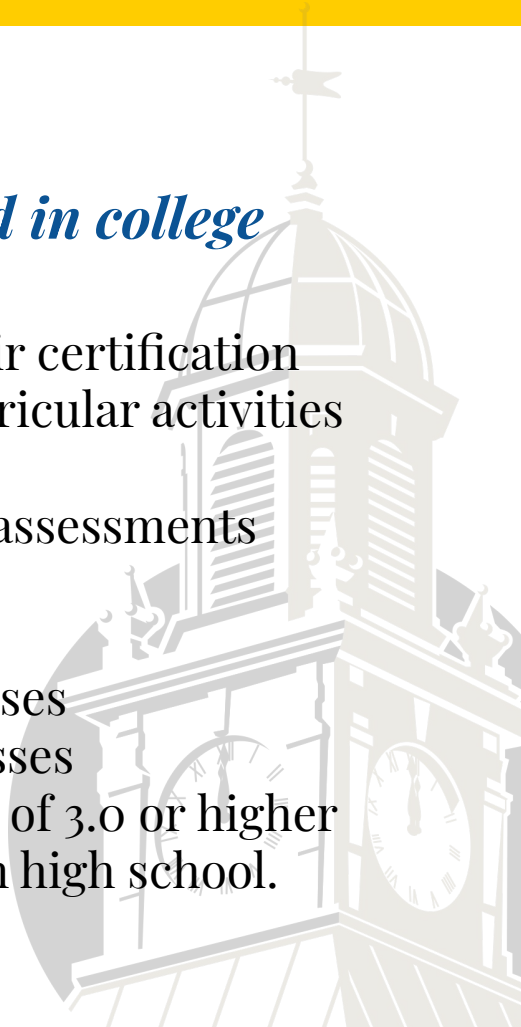
1. Use Board adopted core materials to provide high quality instruction.
2. Lead the development of common grading practices.
3. Provide parents with the tools and resources to support student learning.
4. Review retention policies and supports at the transition grades.
5. Ensure fidelity to the multi-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



# 2025 Measures That Matter

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

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





# Strategic Plan Goal 2

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

# Goal 2 Action Steps - 2021-2022 school year

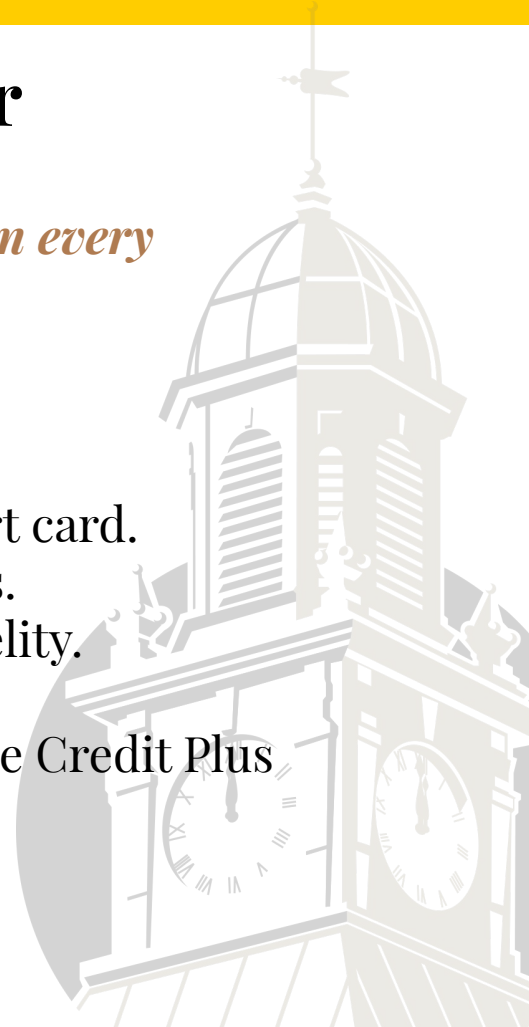
1. Provide inclusive practices, including co-teaching, co-serving and co-planning training for teachers, staff and administrators.
2. Support building PBIS teams with training, plan development and implementation support.
3. Hold monthly discipline task force meetings.
4. Train district staff on the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



# 2025 Measures that Matter

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

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







# Strategic Plan Goal 3

Family and Community Engagement,  
Partnerships and Communication

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



# Goal 3 Action Steps - 2021-2022 school year

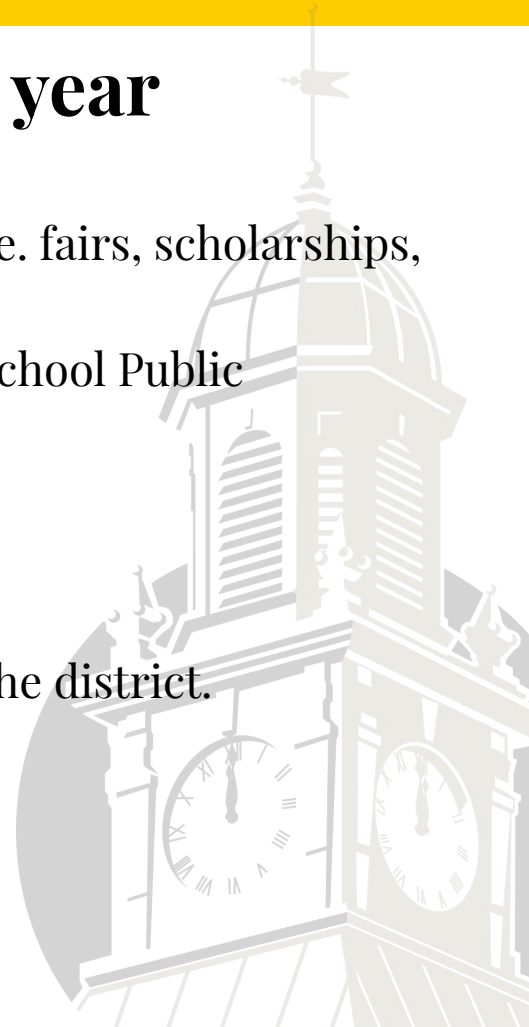
1. Ensure Building Leadership Teams (BLTs) establish Family Engagement & Equity strategies that build partnerships with their families in an effort to help achieve Building Level Action Plan Goals.
2. Launch pilot Community Learning Center (CLC) at Noble Elementary School during 2020-2021 school year.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





# Goal 3 Action Steps - 2021-2022 school year

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



# 2025 Measures that Matter

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

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





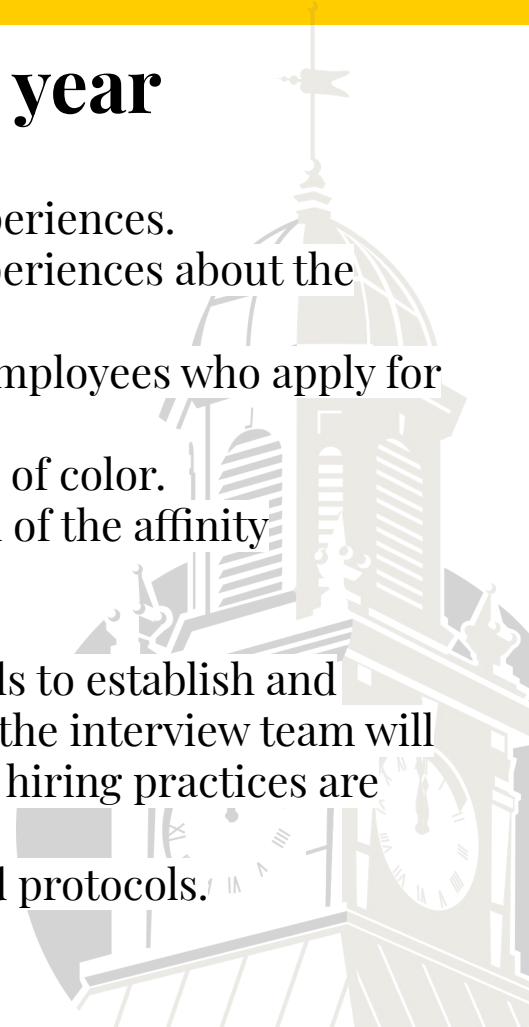
# Strategic Plan Goal 4

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

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

# Goal 4 Action Steps - 2021-2022 school year

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



# 2025 Measures that Matter

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

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



# Strategic Plan Goal 5

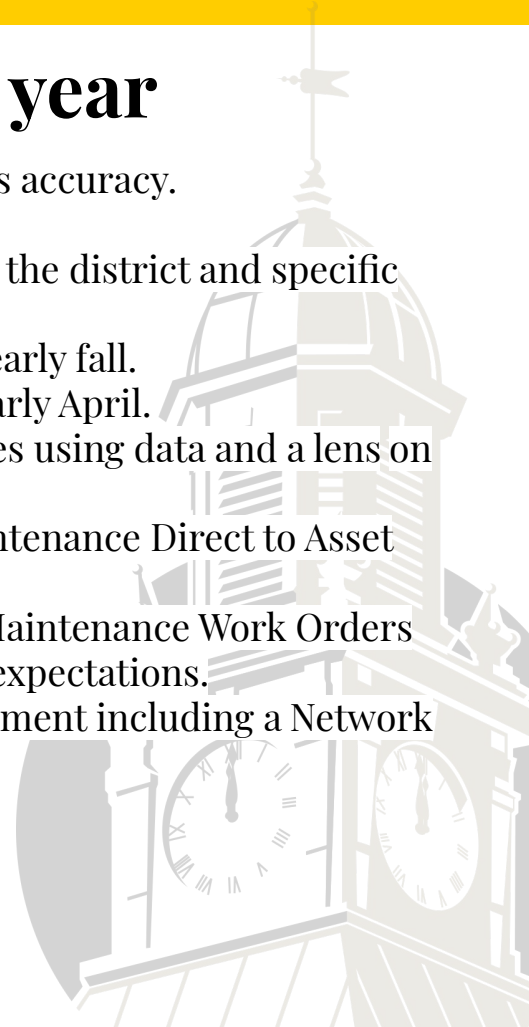
Operational Resources: Finances,  
Technology and Facilities

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



# Goal 5 Action Steps - 2021-2022 school year

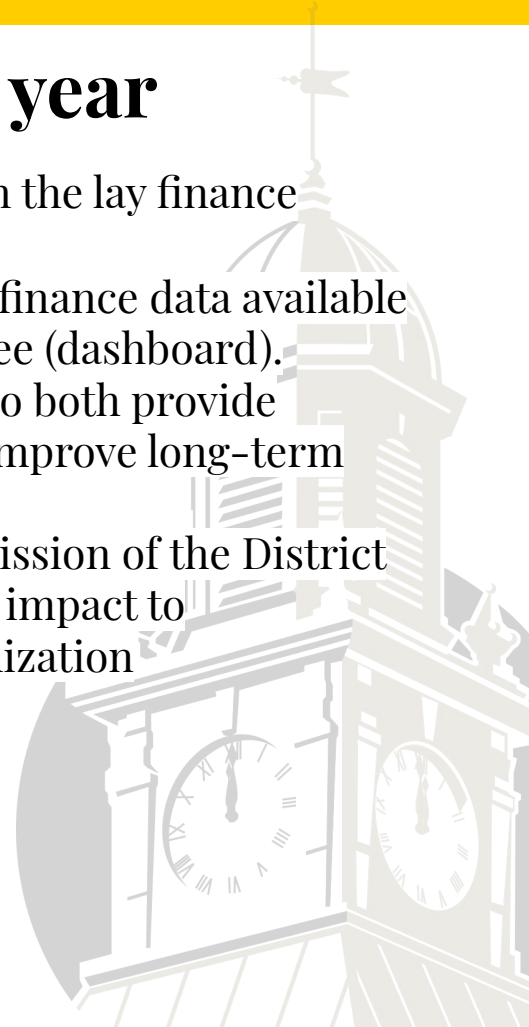
1. Discuss District Facilities with District staff to review current 5 year plan's accuracy.
2. Share current year projects with Lay Facility Committee for input.
3. Interview Architects & Consultants to determine which firm can support the district and specific projects needs.
4. Award Architect/Consultants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





# Goal 5 Action Steps - 2021-2022 school year

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





# 2025 Measures that Matter

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

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



# Strategic Plan Monitoring Structures

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



# Strategic Plan Dashboard/Website View

[2026 Strategic Plan Dashboard](#)

[2026 Strategic Plan Web Presence](#)

Questions, comments, discussion