

# Strategic Planning Update

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Board Work Session  
March 16, 2021

# Presentation Goals

- ❖ Provide overview of the Strategic Plan refresh process.
- ❖ Present proposed updates to the District's Mission, Vision & Values.
- ❖ Explain new, draft Goals and Strategies along with notable Action Steps.
- ❖ Describe the next steps and timeline for completion of the refreshed Strategic Plan.

# Presenters

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

# 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
- ❖ Surveyed staff, students and community members in April
- ❖ Engaged District Task Forces in April
- ❖ Formed five work groups:
  - Creating Our Narrative
  - Equity Activating
  - Measures That Matters
  - Mission, Vision and Values
  - Student Survey Development

# Committee Members

**Rosalyn Adams**, Exec Admin Assistant to the Superintendent

**Karim Azzam**, Roxboro Middle School Student

**Zakiyyah Bergen**, Roxboro Middle School Teacher

**Barbara Blankfeld**, University Heights City Council Member

**Allison Byrd**, Director of Data, Research & Assessment

**Cathan Cavanaugh**, Supervisor of Communications

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

**Joseph D'Amato**, Director of Athletics

**Malik Daniels**, Roxboro Elementary School Teacher

**Taylor Evans**, Heights High Freshman

**Pam Fine**, Janus Small Associates

**Scott Gainer**, Chief Financial Officer/Treasurer

**Krista Hawthorne**, Reaching Heights Executive Director

**Lisa Hunt**, Family Engagement Specialist

**Caroline Imka**, Heights High Senior

**Elizabeth Kirby**, Superintendent

**Denise Lackey**, Roxboro Middle School Assistant Principal

**Malia Lewis**, CH-UH Board of Education Member

# Committee Members

**Jon Ollie**, District Parent

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

**Saroya Queen-Tabor**, District Parent

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

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

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

**Janus Small**, Janus Small Associates

**Tiffany Scruggs**, Janus Small Associates

**Mac Stephens**, Heights Football Head Coach

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

**Adam Voight**, District Parent

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

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

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

# Community Engagement

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

# Three Key Themes That Emerged

## Measures That Matter

*“Make school an engaging place and avoid teaching to the test.”*

*“A graduate should have critical thinking skills, adult life skills, good civics knowledge, good work ethic, ability to be a part of a community, acceptance (not just tolerance), love of learning, love of others.”*

## Equity

*“Some of our top strengths are diversity and commitment to community.”*

*“We have an equity policy in place but it’s time to walk it out.”*

*“This district is committed to equity as its core value.”*

## Telling Our Own Story

*“There are still things that need to be improved to help the greater community to understand and support the system more.”*

*“This school district prepares its students to engage in the public forum. This can be seen in kindergarten classrooms through grade 12.”*



# Mission, Vision & Values: 2015

**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:** P.A.S.S.A.G.E. – Preparing All Students for Success in A Global Economy

**Core Values:** Within a culture of trust, respect and integrity we are committed to our:

- ❖ **Students:** They know they are valued and can achieve.
- ❖ **Diversity:** It strengthens us.
- ❖ **Partnerships:** Collaborations that benefit our students are essential.
- ❖ **Responsibility:** Each of us is accountable for student success.
- ❖ **Stewardship:** Community resources are managed wisely.

# Mission, Vision & Values: Proposed Updates for 2020

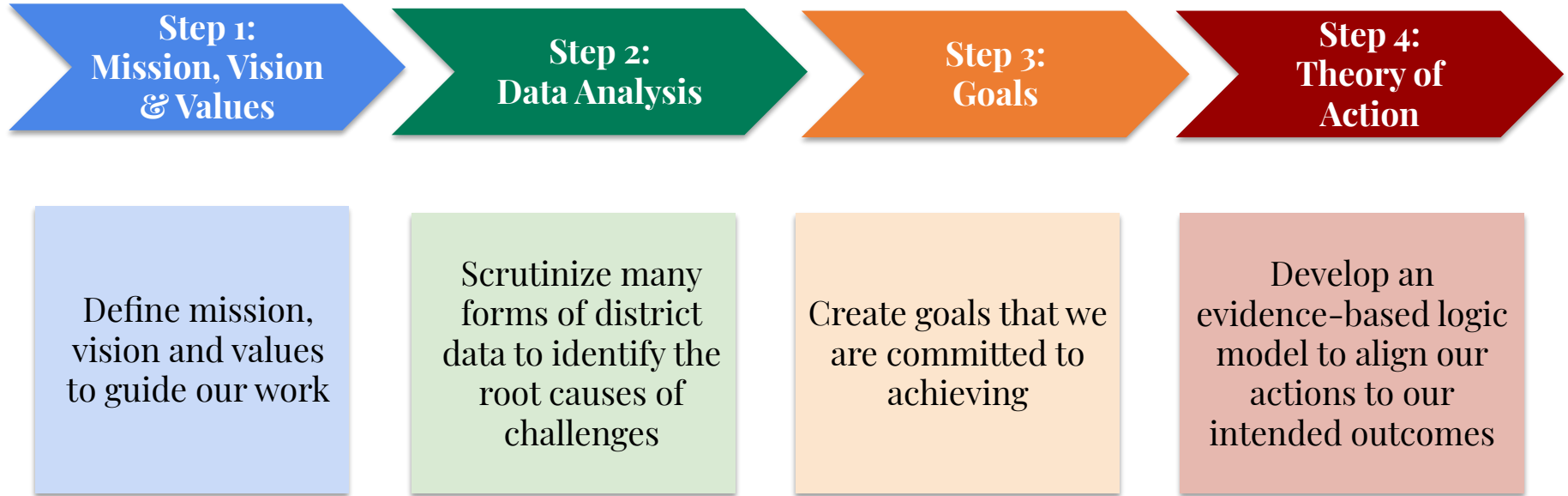
**Mission:** Our schools provide a challenging and engaging education to prepare all of our students to become responsible citizens and succeed in college and career.

**Vision (*New*):** 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.

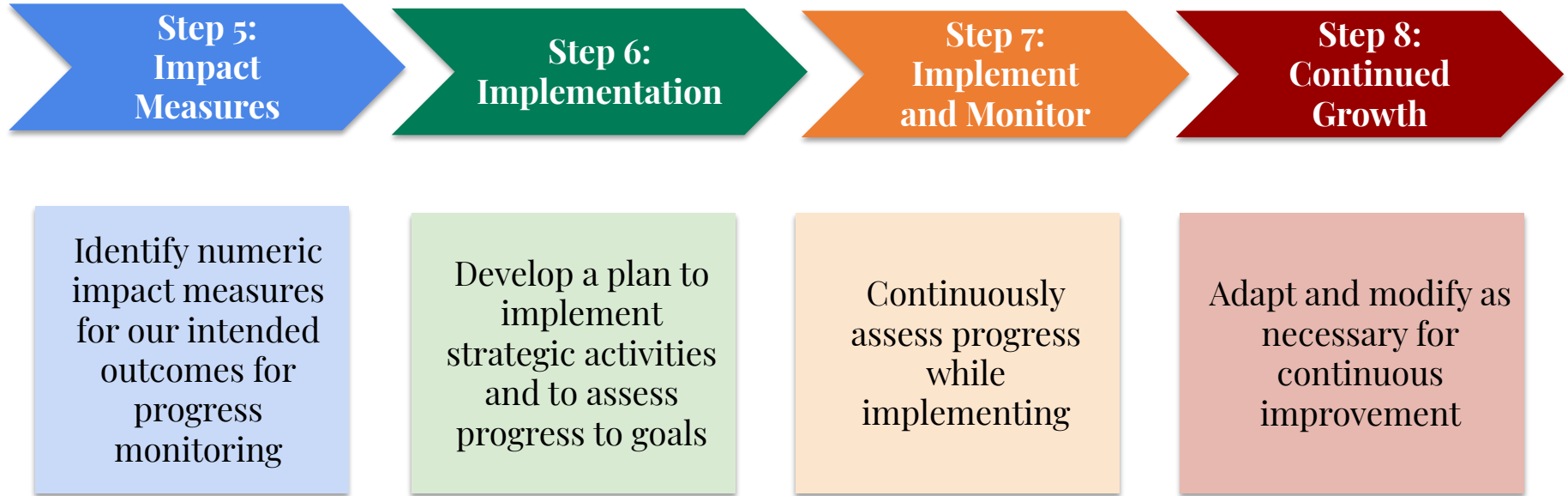
## **Core Values (*New*):**

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

# Strategic Planning Process



# Strategic Planning Process



# 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

# Logic Modeling

## Components of Strategic Plan

- ❖ Engaged in 12 hours of trainings with Cabinet members and departments to ensure that components of strategic plan were aligned.
- ❖ Closely examined the hypothesized change process for each strategy to check that we had the requisite resources to carry out our planned activities, resulting in leading and lagging indicators to lead to our goals will lead to our intended outcomes.
- ❖ Started with our target impact to determine whether our approach was appropriately comprehensive and deliberate to achieve results.
- ❖ Used logic models to uncover embedded assumptions in how we propose to reach our goals.



# Strategic Plan Goal 1

Student Outcomes: Expectations,  
Proficiency and Mastery

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



## **Goal 1:**

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

Strategic Objective 1: At least 95% of District students will graduate in 4 years by meeting high school credit requirements and demonstrating competency and readiness for postsecondary success and graduation.



# Goal 1:

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

**Strategy A:** Challenge and support each student by identifying the barriers that are prohibiting students from graduating on time through internal and external assessment measures.

## Action Step Highlights ([view all](#)):

- ❖ Create individual learning plans for students K-12 to meet the established expectations.
- ❖ Establish common grading practices.
- ❖ Establish partnerships to support instruction.
- ❖ Increase the knowledge and skill base of parents and guardians related to their ability to support instruction.

# Goal 1:

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

**Strategy B:** Increase the percentage of students who successfully matriculate at the key transition grades by offering academic and social-emotional support.

## Action Step Highlights ([view all](#)):

- ❖ Establish an adult and peer mentoring program for students.
- ❖ Provide freshman/sophomore seminar classes.
- ❖ Provide after-school-tutoring services.

# Goal 1:

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

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

**Strategy D:** Increase the percentage of students attaining industry certifications in one or more areas of study by at least 5 percent each year until 2025.

## Action Step Highlights ([view all](#)):

- ❖ Systematically use National Clearinghouse data to monitor post-secondary outcomes in 2-year and 4-year colleges and college persistence.
- ❖ Develop a strategic plan for the CTE Consortium to improve CTE academic metrics.

# Goal 1:

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

**Strategy E:** Align elements of the post-secondary planning system to the measures that matter for CH-UH student achievement to increase college enrollment.

## Action Step Highlight ([view all](#)):

- ❖ Use benchmarks outlined in the post-secondary planning system to map college and career readiness K-12.

## **Goal 1:**

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

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

# Goal 1:

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

**Strategy A:** Teachers will use the results from classroom and district assessments to guide instruction and increase student performance on state assessments for the grade level, subject area, content band, or performance measures.

## Action Step Highlights ([view all](#)):

- ❖ Provide support to teachers in establishing and maintaining an inclusive learning environment.
- ❖ Provide support to teachers to deliver the full continuum of special education services to students with disabilities while advocating for students to learn in the least restrictive classroom setting possible.
- ❖ Continue to implement a district assessment system to provide feedback on progress towards standards.

# Weaving The 3 Themes

## Measures That Matter

AP enrollment  
College enrollment  
College persistence  
College readiness assessments  
Chronic absenteeism  
CTE certifications  
CTE webexam results  
Daily attendance  
Discipline infractions  
District assessment results  
English/Math course passage rates  
FAFSA completion

Graduation rate  
Grades and GPA  
Honors course enrollment  
Kindergarten readiness assessment  
MTSS implementation  
NWEA MAP Scores  
OST scores  
Partnerships  
Scholarship acquisition  
Second grade reading proficiency  
Student engagement survey  
Third grade reading proficiency

# Weaving The 3 Themes

## **Equity**

- ❖ Close achievement gap across academic measures for all priority groups across measures that matter.

## **Telling Our Own Story**

- ❖ AP enrollment
- ❖ CTE Consortium
- ❖ College enrollment/Persistence
- ❖ 3rd grade literacy proficiency
- ❖ Scholarship acquisition
- ❖ Participation in extracurricular activities





# Strategic Plan Goal 2

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



## Goal 2:

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

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

## Goal 2:

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

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

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

### Action Step Highlights ([view all](#)):

- ❖ The instructional staff will utilize evidence-based instructional strategies for improving academic outcomes (e.g., Explicit Instruction, disciplinary literacy, etc.).
- ❖ Each school uses an identified Tier 1 curriculum for PBIS (e.g., Second Step, Conscious Discipline, Restorative Practices, etc.).

## **Goal 2:**

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

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

## Goal 2:

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

**Strategy A:** The district will use tools that identify and address the racial disparities in academic achievement between black and white students.

### Action Step Highlight ([view all](#)):

- ❖ Increase the availability of data related to student access to resources and opportunities to succeed, such as disaggregated student access to college- and career-ready, K readiness, math and english courses; district and state assessments, grades and GPAs, discipline infractions and rates, and school-level expenditures.

## **Goal 2:**

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

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

## Goal 2:

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

**Strategy A:** Ensure equitable and consistent implementation of policies and procedures district-wide.

**Strategy B:** Increase the percentage of school-aged children with IEPs served inside the regular classroom in alignment with state expectations.

### Action Step Highlights ([view all](#)):

- ❖ Utilize Student Code of Conduct and PBIS practices and policies to ensure equitable treatment of students and review of discipline and suspension data for students.
- ❖ Continue offering staff professional development with best practices in co-teaching, co-serving and co-planning.

## Goal 2:

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

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



## Goal 2:

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

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

### Action Step Highlight ([view all](#)):

- ❖ Staff professional development in effective use of technology with students is offered as a new curriculum is adopted, changes in learning platforms, and enhancing skills.

## **Goal 2:**

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

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

## Goal 2:

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

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

### Action Step Highlights ([view all](#)):

- ❖ Highlight effective teacher practice & reflection.
- ❖ Establish partnerships that support Early Learning and meet the needs of families.

## **Goal 2:**

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

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

## Goal 2:

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

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

### Action Step Highlight ([view all](#)):

- ❖ 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.

# Weaving The 3 Themes

## Measures That Matter

- ❖ Student survey
- ❖ MTSS implementation
- ❖ AP enrollment
- ❖ Honors enrollment
- ❖ Number of community partnerships
- ❖ Number of students in extracurricular programs
- ❖ Step up to Quality
- ❖ Kindergarten readiness
- ❖ Goal 1 Academic metrics
- ❖ Special Education Report Card

## Equity

- ❖ Equity policy implementation across community partnerships
- ❖ Equity policy implementation in extracurricular programs
- ❖ Equity policy progress towards academic metrics

## Telling Our Own Story

- ❖ Promote extracurricular opportunities for students
- ❖ Promote Early literacy partnerships
- ❖ Promote 5 Star preschool programs
- ❖ Promote Community partnerships



# Strategic Plan Goal 3

Family and Community Engagement,  
Partnerships and Communication

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



## Goal 3:

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

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



## Goal 3:

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

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

### Action Step Highlights ([view all](#)):

- ❖ Utilize National Network of Partnership Schools to implement Epstein Framework in buildings.
- ❖ Identify and train volunteers to support instruction.

## Goal 3:

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

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

## Goal 3:

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

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

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

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

### Action Step Highlights ([view all](#)):

- ❖ Create online tips and helpful hints, along with a yearlong timeline with important dates, for students and families on college applications and preparation for careers.
- ❖ Expand efforts to use District assets as community centers for providing opportunities for student support and development.

## Goal 3:

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

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

## Goal 3:

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

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

### Action Step Highlights ([view all](#)):

- ❖ Create rolling communications and marketing plan that evolves with changes in technology and industry trends. Captures philosophy, vision and structures so it can be consistent across buildings.
- ❖ Communications study through NSPRA (National School Public Relations Association).

## Goal 3:

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

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

## Goal 3:

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

**Strategy A:** Make CH-UH Schools "top of mind" when it comes to school choice for families.

**Strategy B:** Increase student recruitment (enrollment) and retention.

**Strategy C:** Amplify students' voices in telling their stories.

### Action Step Highlights ([view all](#)):

- ❖ Create annual marketing plan with Little Jacket geared toward broader community.
- ❖ Collect feedback on why students/families leave the District.

## Goal 3:

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

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



## Goal 3:

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

**Strategy A:** Provide comprehensive online resources with information and news regarding equity in the District.

**Strategy B:** Provide continuing professional development regarding equity for staff and community partners.

### Action Step Highlight ([view all](#)):

- ❖ Create a "This is Equity" series in our district - stories that explain what's happening in our district in terms of equity.

# Weaving The 3 Themes

## Measures That Matter

- ❖ Parent engagement on Infinite Campus and other school platform
- ❖ Annual parent survey on district/school satisfaction
- ❖ Active parent groups
- ❖ Community partnerships
- ❖ Annual community survey

## Equity

- ❖ Partnerships developed aligned to district equity policy
- ❖ Use of disaggregated data to respond to parent needs
- ❖ Communication around equity work and outcomes

## Telling Our Own Story

- ❖ “This is Equity” in CH-UH
- ❖ NNPS Site
- ❖ CLC work



# Strategic Plan Goal 4

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

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



## Goal 4:

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

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

## Goal 4:

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

**Strategy A:** Expand Grow Your Own (GYO) program.

### Action Step Highlights ([view all](#)):

- ❖ Secure additional funding to expand GYO programming.
- ❖ Expand communication and support for the GYO program to attract more participants and further support current participants through the mentoring.

## Goal 4:

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

**Strategy B:** Establish a staff mentoring program.

### Action Step Highlight ([view all](#)):

- ❖ Develop a mentoring program will focus on GYO participants and early career educators of color newly hired by CH-UH.

## Goal 4:

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

**Strategy C:** Increase and deepen Equity Training.

### Action Step Highlight ([view all](#)):

- ❖ With the Equity Task Force, continued training will be offered CS Equity Four Cornerstone Framework and Process.

## Goal 4:

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

**Strategy D:** Establish use of equitable hiring practices.

### Action Step Highlight ([view all](#)):

- ❖ Review inclusive interviewing and hiring techniques and tools to establish and strengthen equitable practices in hiring.



## Goal 4:

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

### Strategic Objective 2: CH-UH Safety & Security

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

## Goal 4:

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

**Strategy A:** Create a framework for addressing safety concerns and implementing preventative security systems.

### Action Step Highlight ([view all](#)):

- ❖ Review OSC Safety Audit results through the Security Committee. Assess, update, and redefine safety and security procedures and protocols based on OSC recommendations.

# Weaving The 3 Themes

## Measures That Matter

- ❖ Baseline Data-Demographic Review of Staff and Students
- ❖ “Grow Your Own” Scholarships awarded and monitoring progress in educational program (CSU)
- ❖ Scholarship winner testimonials
- ❖ Focus group survey responses on hiring practices
- ❖ Annual teacher, staff admin survey to assess goal progress
- ❖ Staff attendance
- ❖ Safety plan completion and certification

## Equity

- ❖ Equity training
- ❖ Equity within interview teams
- ❖ Equity with our hiring practices
- ❖ Increase diversity in teaching staff by 20%

## Telling Our Own Story

- ❖ Success stories of staff who have completed the GYO program



# Strategic Plan Goal 5

Operational Resources: Finances,  
Technology and Facilities

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

## Goal 5:

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

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

# 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.*

**Strategy A:** Adhere to a five-year Permanent Improvement Plan.

**Strategy B:** Develop Master Facilities Plan that evaluates the School District's Facilities using data and a lens on equity across our District.

**Strategy C:** District Maintenance & Operations provides the necessary resources to repair and maintain the District's Facilities & Grounds.

## Action Step Highlights ([view all](#)):

- ❖ Develop and adhere to a 5-year Permanent Improvement Plan.
- ❖ Manage budget and funding of projects.
- ❖ Manage projects through construction and completion.

## Goal 5:

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

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

# 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.*

**Strategy A:** Re-evaluate our rolling 5-year hardware plan to assure technology use within its lifecycle. Identify the infrastructure equipment, staff equipment, and student equipment to support operations and learning.

**Strategy B:** Identify the components of an actionable, practical, and reliable disaster recovery plan.

**Strategy C:** Build upon the strengths of our existing infrastructure and work to identify and mitigate potential cyber security risks.



## Goal 5:

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

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

# 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.*

**Strategy A:** Broaden finance communication efforts.

## Action Step Highlights ([view all](#)):

- ❖ Ensure adequate print materials are created.
- ❖ Increase web presence, including Financial Dashboard.
- ❖ Increase public presentations on school finance matters.

# Goal 5:

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

Strategic Objective 4: Improve allocation of resources for equity.

Strategy A: Ensure district finances support equity in both building and student needs.

## Action Step Highlights ([view all](#)):

- ❖ Develop equity tools and frameworks around funds.
- ❖ US DOE School By School Per Pupil Expenditure Data analysis

# Goal 5:

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

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

**Strategy A:** Actively engage in advocacy at local and state level.

## **Action Step Highlights** ([view all](#)):

- ❖ Increase contact with legislators to educate and inform.
- ❖ Collaborate with state and local organizations (e.g., OASBO, First-Ring, OSBA) to effect change in education finance matters

# Weaving The 3 Themes

## Measures That Matter

- ❖ Master Facilities Plan
- ❖ District maintains strong fiscal position
- ❖ District utilizes resources efficiently, aligned to Strategic Plan

## Equity

- ❖ Equity policy implementation in budgeting and building operations

## Telling Our Own Story

- ❖ Sharing the narrative around school funding in Ohio
- ❖ Keeping the community informed about district finances
- ❖ Advocating around the fiscal needs of our community

# Supporting the Plan's Implementation

- ❖ Key performance indicators in the Measures That Matter that align to 5-year goal in each area.
- ❖ Strategic plan dashboard to monitor progress quarterly.



# Next Steps

- ❖ Confirm key performance indicators.
- ❖ Complete development of data dashboard.
- ❖ Circulate draft to groups for comment.
- ❖ Finalize plan by June 30.
- ❖ Unveil plan at start of the 2021-2022 school year.





**Please share questions, comments and suggestions.**