



Shaker Heights Schools

Shaker Heights, Ohio 44120-2599

BOARD OF EDUCATION MEMORANDUM

TO: Board of Education Members
FROM: Dr. Gregory C. Hutchings, Jr., Superintendent of Schools
DATE: February 24, 2017
SUBJECT: Strategic Plan Mid-Year Update
GOAL: All Goals

The District's Five Year Strategic Plan drives the targeted work in the Shaker Heights City Schools. The District is currently in year three of the strategic plan. Our administrative team, faculty, and staff members have taken ownership of the strategic initiatives to assist and support the attainment of the District's six strategic planning goals. Each of the following departments work with their teams to establish, monitor, and update their action plans relating to specific strategic plan initiatives: Business & Operations, Chief of Staff, Communications, Curriculum & Instruction, Finance, and Technology & Media Services. Strategic planning chats are conducted by the Chief of Staff and Superintendent each quarter with departments and schools to monitor progress and provide input/feedback as well as identify barriers, challenges, and/or supports needed to successfully attain the targeted work in their action plans. A mid-year update on the action plans are included below.

Goal 1

THE SHAKER EXPERIENCE

Engage all students in an enriching educational experience that enables them to achieve educational milestones and meet high school graduation requirements within four years as fully developed young adults with an entrepreneurial spirit, prepared for success in postsecondary education and careers.

Strategic Initiatives: 1.1.1, 1.1.2 and 1.1.3

Dr. Terri Breeden, Assistant Superintendent of Curriculum and Instruction

All elementary schools, except Onaway, have completed their Primary Years Programme (PYP) authorization visits. Onaway's visit is scheduled for this spring.

The High School is submitting its response by March 1st to the IBO from the self-study of the Diploma Programme (DP). John Moore and Jonathan Kuehnle are leading this response.

The Curriculum and Instruction Leadership Council (CILC) is creating and receiving feedback on curriculum rubrics for the Middle Years Programme (MYP) and the PYP units. These benchmarking rubrics will enable teachers to review their units and make revisions to strengthen them so that all IB units meet the benchmark of "capable" by June 30, 2018.

Strategic Initiatives: 1.2.1, 1.2.3, 1.2.4, 1.2.6, 1.2.7, 1.4.3, 1.4.4, 1.5.1 and 2.2.3

Dr. Terri Breeden, Assistant Superintendent of Curriculum and Instruction

Teachers in grades K-8 have had the opportunity to receive professional learning around Measures of Academic Progress (MAP) and Compass Learning, two online instructional tools designed to guide instruction. Teachers are working in grade-level teams to create common assessments, generate reports, analyze data, and use it to meet student needs.

Strategic Initiative(s): 1.3.2, 1.61, 1.6.2

Janice K. Price, Interim Director of Pupil Services

Update: We are bringing together staff members to help us develop Districtwide protocols in the areas social, emotional, behavioral and academic supports. Members of the Response to Intervention/Multi-Tiered System of Support (RtI/MTSS) Committee have been identified through principal recommendation. We will begin meeting this month. Initially, updated building data will be gathered to identify current practices (pyramid of supports at each tier, assessments and building team protocols) and commonalities in support systems to reach the needs of all students academically, socially, emotionally, and behaviorally. Before the start of the 2017-2018 school year, we plan to complete the development of District protocols and processes as well as a plan and timeline to train all staff.

Strategic Initiative(s): 1.3.3A

Ouimet Smith, Director of Student Affairs

Update: The Community Advisory Committee has been formed and has held two meetings in January and February. Subsequent meetings will be held in March and April to continue the work on The District's Volunteer Program subcommittee and F.A.C.E. education subcommittee.

Strategic Initiative(s): 1.3.3B

Ouimet Smith, Director of Student Affairs

Update: The Volunteer Program Subcommittee began working in February and will continue working with the goal of providing a comprehensive volunteer plan by June.

Strategic Initiative: 1.3.4

Dr. Terri Breeden, Assistant Superintendent of Curriculum and Instruction

Shaker's First Class has 30 students and has successfully completed two of three grant funded family field trips to University Circle through the *Step into the Circle* program. During the first semester, 28 student homes were visited and 19 families attended the Family Literacy Night. One hundred percent of the families attended the fall conference day.

Strategic Initiative: 1.3.5

Dr. Terri Breeden, Assistant Superintendent of Curriculum and Instruction

Families who participated in February 16th conferences were able to do "early bird" registration for Summer, Exploration, Learning and Fun (SELF). SELF opened for all on February 22nd. Program offerings have increased and were summarized in the February 10th board update, including information about our collaboration with the Shaker Recreation Department and Shaker Library.

Strategic Initiative(s): 1.6.4

Ouimet Smith, Director of Student Affairs

Update: The F.A.C.E. Education subcommittee began working in February and will continue working with the goal of developing culturally enriching programming for the Shaker community. The plan is to be completed by June with next school year as the implementation target.

Strategic Initiative(s): 1.6.5

Ouimet Smith, Director of Student Affairs

Update: The F.A.C.E. Department continues to nurture past relationships and attempts to grow new ones inside the city and throughout Cuyahoga County. Additionally, assisting to provide a supplemental list of resources in addition to the S.E.L.F. programming.

Strategic Initiative(s): 1.7.1, (also 1.6 and 1.8)

Dr. Dale Whittington, Director of Research and Accountability

Update: This initiative is an extension of one planned for 2015-16--to develop and administer a student survey related to initiatives 1.6, 1.7, and 1.8--a core set of consistently modeled & positively reinforced behavioral expectations, freedom from barriers to opportunity, knowledge & achievement, and tools to succeed and advocate for one's own success. Survey items have been developed and were reviewed by the Superintendent's Cabinet.

Strategic Initiative: 1.7.5

Dr. Terri Breeden, Assistant Superintendent of Curriculum and Instruction

During 2015-16, teachers and parents were surveyed on homework. K-4 report cards were updated. The K-4 committee shared their recommendations with the 5-8 committee during the first semester. In January, the 5-8 committee crafted surveys for parents, students and teachers. The surveys have been distributed and will close in the next 2 weeks.

Strategic Initiative(s): 1.8.1

Ouimet Smith, Director of Student Affairs

Update: Through the student 4th grade - 12th grade scholar groups developing a culture of community has begun and a comprehensive plan is being developed to sustain the efforts for years to come.

Strategic Initiative(s): 1.8.3

Dr. Dale Whittington, Director of Research and Accountability

Update: This initiative, which focuses on the development of a districtwide student reflection on goals and learning, is being tied to 1.8.2, goal setting at all grade levels. The committee in charge of implementing Naviance has been approached so that a plan for implementing 1.8.3 can be linked to the Naviance implementation and its use for setting student goals.

Strategic Initiative(s): 1.8.4

Ouimet Smith, Director of Student Affairs

Update: The student scholar groups are engaging in mentoring using the upper-class-students to guide the younger students. This project is in the experimental stage, and is being further developed at the present time.

Goal 2

CONTINUOUS IMPROVEMENT

Support the District's Aspirations, Mission, Vision and Core Values through strategic planning, systems and data analysis, technology infrastructure and professional learning.

Strategic Initiative(s): 2.1.1

Dr. Marla Robinson, Chief of Staff

Update: Information about the Strategic Plan was presented at a Work Session in January and will be included in the upcoming District Newsletter.

Strategic Initiative(s): 2.1.2 and 2.1.5

Dr. Dale Whittington, Director of Research and Accountability

Update: A plan for a content analysis of action plan documents and information from chats has been developed with Hanover. This analysis will be included in the Annual Report. All action plans have been loaded into Hanover's system.

Strategic Initiative(s): 2.1.4

Dr. Marla Robinson, Chief of Staff

Update: The Strategic Plan Chats continue for the second year with a new emphasis on data and evidence. New conversation protocols are created for each set of meetings.

Strategic Initiative(s): 2.1.6

Dr. Dale Whittington, Director of Research and Accountability

Update: The metrics part of the Annual Report will be analyzed by Hanover Research Associates. All data related to metrics that are available as of December have been uploaded into the Hanover site and are ready for analysis.

Strategic Initiative(s): 2.2.4

John Rizzo, Executive Director of Technology and Media Services

Update: Review and evaluation of the District's student information system (ProgressBook) continues in order to ensure we are capitalizing on all available features. In terms of data warehousing, the District will be piloting the DataMap product this Spring. DataMap is a data warehousing module available within ProgressBook.

Strategic Initiative(s): 2.2.5

John Rizzo, Executive Director of Technology and Media Services

Update: Work continues to improve student information system functionality. Areas of focus include potential modifications to the grade book to support IB grading, online student registration, and discipline data recording.

Strategic Initiative(s): 2.2.7

Dr. Erin Herbruck, Director of Professional Learning

Update: Building-specific professional learning opportunities regarding formative assessment have taken place across the District. Professional learning regarding Measures of Academic Progress (MAP) have been implemented across the District for applicable grade levels.

Strategic Initiative(s): 2.3.5

John Rizzo, Executive Director of Technology and Media Services

Update: Collaborative work with building representatives and the Office of Professional Learning continues in order to develop a comprehensive device rollout plan. The plan will encompass phasing out of older equipment, phasing in of new devices, and teacher professional learning to assist in the integration of the new technology into the classroom.

Strategic Initiative(s): 2.4.4

Dr. Erin Herbruck, Director of Professional Learning

Update: Efforts continue to evaluate the vast professional learning offerings both in- and outside of the District. Feedback submitted in MyLearningPlan from both in and outside of the District professional learning is reviewed by multiple instructional leaders and is used to plan next steps.

Goal 3

POLICY

Develop and implement policies that align with the District's Aspirations, Mission, Vision and Core Values and support the Goals of the District's strategic plan.
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Strategic Initiative(s): 3.1.3, 3.2.2 and 3.2.3

Dr. Marla Robinson, Chief of Staff

Update: An Administrative Handbook is being created. Principals and leaders of Cabinet Departments have been informed and are on board. We are meeting with each Cabinet Department to create each chapter.

Strategic Initiative(s): 3.3.3

Dr. Marla Robinson, Chief of Staff

Update: BoardDocs now hosts the updated policies which provides all users with an easy to use format for researching policies. BoardDocs is also now used to edit current policies in preparation for policy revision. Two training sessions for BoardDocs have been held for new users of the program. The policy revision process is being implemented with fidelity; updating staff on the content of the policies continues on a regular basis.

Goal 4

HUMAN RESOURCES & FACILITIES

Recruit and retain high-quality staff with diverse cultural experiences and backgrounds, and provide facilities conducive to high-quality teaching and learning.
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Strategic Initiative(s): 4.1.3 and 4.1.4 (Recruitment)

Stephen Wilkins, Assistant Superintendent of Business and Operations

Update: The recruitment plan continues in its second year. We have improved the projection of vacancies and gained better visibility of our hard-to-fill positions by including the union leadership in our efforts. We are revising our efforts to better target diversity in the workforce to attract male teachers at the elementary level, female teachers in the STEAM fields and Chinese teachers. A collateral effort in retention initiatives (4.2) is also being made (e.g. wellness events).

Strategic Initiative(s): 4.3.5 (Customer Service)

Stephen Wilkins, Assistant Superintendent of Business and Operations

Update: The HR Department has procured and will emplace several lightweight, portable, Wi-Fi kiosks that allow customers to provide immediate feedback on the customer service experience. A field test of these kiosks is planned for the administrative building lobby, High School, Middle School and Service Center.

Strategic Initiative(s): 1.2.4/1.6.4/2.2.7/2.4.5/2.4.6/4.2.5/4.3.2/4.3.3/4.3.4

Dr. Erin Herbruck, Director of Professional Learning

Update: An expanded New Staff Orientation took place in August and supports for our newer staff have been increased. Professional learning to support curriculum tools have been implemented districtwide. Instructional leaders engage in monthly professional learning aligned to Strategic Plan initiatives.

Strategic Initiative(s): 4.4.3 (Staffing Levels)

Stephen Wilkins, Assistant Superintendent of Business and Operations

Update: The staffing plan is going well with a focus on special needs.

Strategic Initiative(s): 4.4.5 (Comprehensive HR Department)

Stephen Wilkins, Assistant Superintendent of Business and Operations

Update: The HR Department is fully staffed with HR generalists who have HR academic and work experience. The Employee Handbook was completed and published on line.

Strategic Initiative(s): 4.5.3 (Facilities Plan)

Stephen Wilkins, Assistant Superintendent of Business and Operations

Update: The master planning process continues on track. The Board authorized a \$30M bond and 1.25 mill levy to be placed on the May 2, 2017 ballot. The Business Department continues to support discussions about the specific projects for capital funding.

Goal 5

COMMUNICATIONS

Engage school and community stakeholders as active partners.
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Strategic Initiative(s): 5.1.2, 5.13, and 5.1.5

Scott Stephens, Executive Director of Public Relations and Communications

Update: We have established an assistant director of communications position and hired a communications specialist to expand and enhance our internal and external communications capacity. We are preparing to launch a new district-wide app for stakeholders (March 2017) as well as a monthly electronic newsletter (February 2017).

Strategic Initiative(s): 5.1.6

Scott Stephens, Executive Director of Public Relations and Communications

Update: We have continued to promote the Google transition by providing information to staff, students and parents.

Strategic Initiative(s): 5.1.6

Dr. Erin Herbruck, Director of Professional Learning

Update: Google training sessions have taken place across the District. The format of these include just-in-time supports, scheduled direct instruction models, and job-embedded professional learning provided by teacher leaders.

Strategic Initiative(s): 5.2.2 and 5.2.5

Scott Stephens, Executive Director of Public Relations and Communications

Update: We have worked with Curriculum and Instruction to redesign and update the Academic Planning Guide and transition it to a readable electronic document. We have worked with the IB Coordinators to enhance and refine the IB web pages and documents. We have worked with Human Resources to design and create a department web site to boost our recruitment and retention efforts.

Strategic Initiative(s): 5.2.3 and 5.2.6

Scott Stephens, Executive Director of Public Relations and Communications

Update: We have greatly expanded our outreach efforts to Realtors and other constituents, including Key Communicators throughout the community. We have designed and disseminated information, talking points and other communications efforts around the Stated Report Cards and needed changes in state policies. We have assisted Buildings and Operations in communicating the District's master facilities planning efforts. We have developed and planned this year's State of the Schools program.

Strategic Initiative(s): 5.2.4

Scott Stephens, Executive Director of Public Relations and Communications

Update: We have worked with our vendor to improve and enhance the view and usability of our website on mobile devices. We have been working with our vendor to develop a Shaker app that will be available in March 2017.

Strategic Initiative(s): 5.3.6

Holly Coughlin, Executive Director of Shaker Schools Foundation

Update: We have developed an alumni engagement plan and are currently in the process of implementing the components including creating an alumni brand, improving our social media strategy, enhancing reunion support, cultivating HOF inductees, and elevating Homecoming weekend, including inviting graduates back to their Alma

Mater. We are also researching database options that would pull donor and alumni data together for better reporting and donor strategic planning.

Strategic Initiative(s): 5.4.2 and 5.4.3

Scott Stephens, Executive Director of Public Relations and Communications

Update: We have communicated the fact that the Treasurer's Department has again been commended by the State Auditor for excellent fiscal stewardship. We have worked with the Treasurer to make the public aware of District spending practices and how that related to future levy requests.

Strategic Initiative(s): 5.4.4 and 5.4.5

Scott Stephens, Executive Director of Public Relations and Communications

Update: We have worked with the Treasurer to help explain to the community and state lawmakers the mechanics of the state funding system, how it affects the District and areas where it could be improved.

Superintendent's Goals:

Update: We have established a system for receiving questions, comments and suggestions from stakeholders and for providing effective responses via electronic feedback forms for different departments on the website and through a website-based customer service survey.

Goal 6

FINANCE

Ensure efficient and effective use of financial resources while maintaining high-quality educational experiences for all students.
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Strategic Initiative(s): 6.2.5 (Supplemental Pay Audit)

Stephen Wilkins, Assistant Superintendent of Business and Operations

Update: The HR Department completed the supplementals for academics and athletics. Currently, HR and SHTA representatives are working on the supplementals for activities and clubs. The most recent meeting was held January 25th at the Innovative Learning Center. HR is also reviewing possible supplemental for the Curriculum & Instruction Leadership Council (CILC).

Strategic Initiative(s): 6.3.2

Holly Coughlin, Executive Director of Shaker Schools Foundation

Update: We have increased Shaker Schools Foundation visibility and revenue generation through Giving Tuesday and the annual appeal. A re-design updating all Foundation materials has started and the recent Shaker Life Foundation article is being made into a marketing piece for mailing to our out-of-town donors and prospective

donors. We are sharing information about the Foundation in all of the school newsletters, and continuing our quarterly newsletter and social media presence.

Strategic Initiative(s): 6.3.3

Holly Coughlin, Executive Director of Shaker Schools Foundation

Update: We are in the process of identifying funding strategies and opportunities for new and current programs and partnerships. We are preparing a proposal to Cuyahoga County for Shaker's First Class. New programming with Youth Opportunities Unlimited will support alternative pathways to a Shaker diploma. As details emerge regarding the OSU/Shaker Heights City Schools doctoral program, the African American male teacher intern program, and other initiatives, we will work on potential funding from outside organizations.

Strategic Initiative(s): 6.4.2

Dr. Erin Herbruck, Director of Professional Learning

Update: We have held in excess of 30 training hours during this fiscal year (in excess of 50 hours since 7/1/15) of one-on-one or small group finance-related training sessions with school building and/or District level leadership staff. Additionally, multiple communications regarding financial tools available have been sent to all District Leadership.

Strategic Initiative(s): 6.4.4 Implement Budget Method Recommendations

Bryan Christman, Treasurer

In December, the Board of Education approved a resolution authorizing the District to participate in the Tyler Munis Enterprise Resource Planning program project through the District's Information Technology Center (ITC), Connect. The District is in Wave 2 which is expected to begin as early as this spring. Wave 1 includes Lakewood, Fairview Park, Amherst and the ESC. In the period before implementation the following has occurred:

- Human Resource and Treasurer's office staff attended a Tyler Munis overview session presented at the ITC;
- We developed, and since October, have been preparing and submitting customized monthly budget reports by Operating Unit (OPU) for each of the Senior Executive Cabinet members;
- We visited Lakewood, Berea and Mayfield, all of whom have converted to or are in the process of conversion to Tyler Munis to meet with the Treasurer and staff and to discuss the conversion process as well as to gain insight as to the operational features of Tyler Munis including its capabilities and features.
- Some of the features of the system include the ability to scan, store and access all paper documents related to accounting and payroll/personnel processing electronically; and a position control feature which will provide greater cost control management.
- The cost to Shaker for the system is estimated to cost an additional \$20,000 to \$30,000 per year, plus one-time implementation costs estimated at \$33,000. Mayfield and Berea, who were not on State software and forced to convert on their own, are incurring significantly more to acquire and implement (\$700,000 spread out over seven years);
- It is anticipated that we will need temporary help with the conversion of the payroll/personnel module of the system.

Strategic Initiative(s): 6.4.5 Explore and Implement Operational Benchmarking Analytical Tools

Bryan Christman, Treasurer

We continue to review possible benchmarking analytical tools including ODE Comparative Analysis, Forecast5, and Public Finance Resources (PFR). Bryan Christman reviewed the Forecast5 application recently while Steve Wilkins will be reviewing it in the near future. Forecast5 is a web-based program which includes data from all Ohio school districts and provides benchmarking and comparative information about salaries and benefits, as well as other pertinent school district metrics.