

Wickliffe City School District
Plan of Action
2019-2024

Introduction:

In August of 2014, the district began the process of developing a five-year strategic plan. The plan included an audit of quantitative data including a review of data from the previous five years. The district conducted staff focus group meetings, community focus group meetings, student focus group meetings, and business focus group meetings to gather qualitative information about the district and its programs. As a result of the data analysis and focus group meetings, the district developed and approved a strategic plan. The plan commenced in 2014 and is in place through June 2019.

In October 2018, the district began the process of reviewing and revising the plan. As in the 2014 plan, an analysis of quantitative data was completed. The review included data from: state testing, ACT/SAT results, Advanced Placement test results, progress monitoring tools, special education audits, attendance information, and school discipline actions. In addition, the district examined the newly created Ohio Department of Education Strategic Plan, and National Clearinghouse information from Wickliffe and Lake County.

Focus group meetings were conducted to gather qualitative information. Over 100 people participated in student, staff, and community focus groups, and this year an online survey was included to reach out to those unable to attend a focus group. The information collected through the qualitative process was combined with the data collected in the quantitative process, and the information was used to inform the 2019-2024 plan.

The mission, vision, and goals have not changed from the previous plan. Specific goals and action steps have been revised, modified, and/or changed to reflect the needs of the district and the expectations of the community.

Mission

- The Wickliffe City School District: Inspiring Students to Learn, Lead, and Serve

Through the strategic plan we will work to support and achieve the mission of the District.

Vision

The Wickliffe City School District will be an exemplary district. To that end, the District will:

- Develop a **strategic growth plan** that will serve as its guidance document for the vision. The plan will be based on an on-going review of quantitative and qualitative data, educational and workforce trends, and the needs of the students

and the community. The plan is focused enough to be implemented and evaluated, and broad enough to meet the changing needs of its stakeholders.

- Provide students with a core curriculum complemented with a variety of elective courses and extra-curricular activities. This program will stimulate intellectual curiosity, require students to demonstrate that they have learned how to learn, and enables them to become productive and effective citizens.
- Recognize the importance of each individual student by facilitating each student's transition to and through high school, providing the information and support that enables the individual to develop appropriate educational and career goals, and will monitor the academic, behavior, and emotional progress of each student.
- Recruit, hire, and retain individuals with exceptional skill in their field, true passion for the work of education, and extraordinary compassion for people.
- Provide continuous professional development to staff so that they will continue to develop their skills in the ever-changing nature of their work.
- School is a joyful place that provides a warm, inviting, and safe environment. Students will enjoy their school experience, and develop a sense of pride in their school and community.
- Recognize the importance of establishing effective partnerships with the larger community (parents, residents, businesses, governmental agencies, and other organizations) and will work to partner with these groups to improve the educational program and the community.
- Recognize that the benchmark for success is student learning, shown by achievement, conduct, citizenship, and character.

Goals and Action Steps

1. Improve student achievement as it relates to academic learning with emphasis on creating "future ready" students. Students will graduate from the Wickliffe City School District prepared for success in the chosen career path, be it higher education or alternate advanced training.

Action Steps Related for Goal #1

- Expansion of the Student Ten Year Plan.
 - Development of internship programs including a formal internship class.
 - Development of an entrepreneurial program with the focus on developing an entrepreneurial mindset.
 - Ensure all students have "outside of school experiences" as part of their school program.
 - Develop partnerships with businesses and agencies to include all "in-demand" career opportunities.
 - Workforce and Career Development.
 - Increase project based learning opportunities for students in all grades.
 - Potentially provide international service learning and travel experiences to students.
 - Offer students leadership program opportunities (i.e. Dale Carnegie, Leadership Lake County, Empowered and Poised...)

- Increase offerings related to technology
 - Create and implement computer science, coding, and information technology offerings to students.
 - Provide more and greater variety of access to technology to all students.
 - Expand the STEM program beyond the middle school.
 - Connect students to technology opportunities outside of the classroom.
 - Technical Literacy.
- Improve K-12 mathematics program and student outcomes
 - Provide professional development and materials to teachers that assist them in creating a premier math program.
 - Create math benchmarks at each grade level and set reasonable, manageable, and attainable goals for students to achieve.
 - Implement progress monitoring programming in math.
- Continue literacy work to ensure all students can read, write, communicate, and understand others at grade level and beyond.
 - PK-3 focus on fundamental literacy skills
 - 4-8 focus on mastering fundamental skills
 - 9-12 emphasis on advanced skills
 - Literacy programming includes:
 - Writing
 - Expository
 - Descriptive
 - Persuasive
 - Narrative
 - Technical
 - Reading
 - Fiction
 - Non-Fiction
 - Technical
 - Speaking
 - Conversational
 - Public
 - Speaking Skills
 - Listening
 - Active Listening
 - Obtaining information
 - Understanding
 - Pleasure
 - Learning
- Increase offerings and programs that lead to college credit.
 - CCP
 - Advanced Placement
- Increase preschool programming.
- Invest in professional development programs that emphasize:
 - Instructional Strategies

- Working with students with difficulty
 - Under Resourced Students
 - Students with a Trauma History
 - Students with Behavioral Challenges
 - Students from Difficult Environments
 - Continue the development and effectiveness of the DLT, BLT, and TBT.
 - Emphasis on data collection and analysis that can be translated to practical use.
 - Create an accountability system for all to improve team outcomes.
 - Develop a system to provide services to students outside of the traditional school day, year, and environment.
 - Use the Family Resource Center to improve student outcomes.
 - Study flexible scheduling, programming, and environments to meet the needs of students and staff.
 - Use outside resources to deliver instruction, content, and programming to students that is aligned with developing future ready and successful students.
2. Expand the District's community engagement program. The program will serve to inform the community about the district, highlight the good news about the district, and tell the district's story through a variety of mediums.

Action Steps for Goal #2

- Expand use of social media.
 - Teach community members how to effectively use social media channels for accurate and timely information.
 - Simplify the use of social media for the community.
 - Minimize the number of social media outlets community members need to use to communicate effectively with the district, schools, and staff
- Keep all communications media up to date.
 - Create a regular schedule of required up dates to:
 - The Website
 - Social Media Outlets
 - Electronic Signs
 - Marquee Signs
 - Print Information
- Conduct regular and timely community meetings related to topics pertinent to the district, its students, and the community.
 - All buildings and the district will conduct a minimum of one community meeting per quarter.
 - The topics will be determined in advance by the individual building BLT and/or or by the DLT.
- All buildings will communicate at least twice a month with parents/families.
 - Communication may be via
 - Telephone

- Email
 - Paper
 - Approved Social Media Outlet
 - All departments will communicate with parents/families at least once per month
 - Athletics
 - Business Operations
 - Information Technology
 - Food Service
 - Innovation
 - Student Services
 - Superintendent
 - Transportation
 - The District will work actively with local media
 - Newspaper
 - Electronic
 - TV
 - Radio
 - Internet
 - Social Media
3. Improve physical facilities to meet the learning demands of students in accordance with the Guiding Principles established by the Community Facilities Committee in November 2018.
- a. Guiding Principles
 - i. State of the Art
 1. Our schools should exhibit high quality construction and instruction supporting academic success and project based learning opportunities. They should be technology rich yet adaptive for future changes.
 - ii. Safe and Sustainable
 1. Our schools should promote the safety of students and staff. Features should include, but not be limited to, natural light and the use of “green” materials.
 - iii. Community Hub
 1. Our schools should promote a sense of pride among the community and within the buildings, incorporating the rich history and tradition. They should provide an opportunity for community and business partnerships through shared resources.
 - iv. Collaboration and Flexibility
 1. Our schools should encourage collaboration among students and staff. They should offer flexible spaces and furniture to accommodate small and large groups as well as support a variety of learning styles.

Action Steps for Goal #3

- Continue to work with TDA in the development of a Facilities Plan.

- Continue to work with OFCC through TDA.
- Create a timeline of action for taking action on facilities.
- Communicate with the community about the selected Facility Plan and build support for the plan through a community campaign and on-going communication.
- Determine financial needs of the plan and build a financial package that is fair, reasonable, and meets the needs of the district and the community.
 - Work with the appropriate financial institution
 - Engage legal counsel as necessary
 - Engage the Community Finance Committee
- Determine an alternative course of action if the selected Facility Plan does not receive necessary support.
 - Options to consider
 - New Construction
 - New Construction coupled with Renovation
 - Reconfiguration couple with Renovation
 - No Action
 - Effectively communicate the advantages and disadvantages of all options and alternatives.
- Engage the staff, community, and students in the planning and implementation of the plan.

Board Approved: April 29, 2019