

Goal I: 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.

Performance Measure: Graduation Rate (Ohio Department of Education report card)

I.1.A.

Action Steps	Lead, Team Members	Partners	Start	End
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 Superintendent , Director of Principal Leadership and Development, High School Administrators, Educational Services, Guidance Counselors	Ohio Department of Education, Students, Parents, Career Technology Education, College Now Greater Cleveland	Aug 2015	Sep 2015
2. Identify factors that prohibit students from graduating on time by prioritizing Pre K-12 factors/barriers to graduation.		Ohio Department of Education, Students	Aug 2015	Jan 2016
3. Review and revise Pre K-12 promotion and retention practices and policies.			Oct 2016	Jun-17
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			Mar 2016	Ongoing

Goal I: 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 B: Reduce the percentage of ninth grade retentions by offering academic and social emotional support.

Performance Measures: Number of course credits earned at each semester; Percent of student with fewer than 5 credits

I.1.B.

<i>Action Steps</i>	<i>Lead, Team Members</i>	<i>Partners</i>	<i>Start</i>	<i>End</i>
1. Create a plan to employ strategies to support at-risk students, such as intervention and tutoring.	Assistant Superintendent , High School Team, Educational Services	Building Leadership Teams, High and Middle School Guidance Counselors, Social Worker	Jan 2016	Jun 2016
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 Team: Guidance Counselors, Educational Services		Oct 2015	Dec 2015
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 , High School team, Coordinator of Alternative Programs, Educational Services	School Guidance Counselors, Social Worker	Ongoing, to be refined based on new information	Review quarterly

Goal I: 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 C: Increase the attendance of all students Pre K - 12

Performance Measure: 2014 - 2015 Chronic absenteeism rate (ODE report card)

I.1.C.

<i>Action Steps</i>	<i>Lead, Team Members</i>	<i>Partners</i>	<i>Start</i>	<i>End</i>
1. Improve communication with parents and students regarding school performance and class attendance.	Assistant Superintendent, Information Technology, Application Specialist	School staff, Infinite Campus, Blackboard Connect, Communications Dept.	Aug 2015	Ongoing
2. Establish a relationship with social services agencies to provide additional support to families in need of outside support.	Director of Student Services, Principals, Related Service Staff, Social Workers, Building Staff	Beechbrook, Cleveland Clinic, Connections, Wingspan	Sep 2015	Ongoing
3. Implement/Monitor the Student Assistance Team (SAT) referral process used to identify students and/or families in need of outside services.		Educational Services	Oct 2015	Review monthly
4. Establish mobile health clinics at schools.			Jun 2015	

Goal I: 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 D: District will support a continuum of online learning.

Performance Measures: 2014 - 2015: Number of students participating in online options; Number of students recovering credits; Number of students gaining credit through online options; Number of returning students to cohort will be combined for total measured population

I.1.D.

Action Steps	Lead, Team Members	Partners	Start	End
1. Research curriculum that supports our long-term goals.	Director of Student Services, Information Technology Supervisor, Director of Data Research and Assessment, Communications Coordinator, Technology Integrator, Curriculum Coordinators, Educational Services & counselors	Online Curriculum Vendor	Fall 2016	2020
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, Elementary and Secondary Coordinators of Curriculum	All staff	In progress	Jun 2016
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, IT Supervisor, Director of Data Research and Assessment, Communications Coordinator, Technology Integrator, Coordinator of Alternative Programs	Online Curriculum Vendor	Fall 2016	2020

Goal I: 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.

Performance Measure: 2014 - 2015 Performance Index (ODE report card)

I.2.A.

Action Steps	Lead, Team Members	Partners	Start	End
1. Create a multi-year professional development plan based on the identified needs of staff and students.	Assistant Superintendent, Curriculum Coordinators, Educational Services, Principals	Educational Service Center, District Staff, Union, Educational Research and Dissemination Program, Battelle for Kids	Jun 2015	Feb 2016
2. Monitor professional learning practices and development through the use of walkthroughs and the Ohio Teacher Evaluation System (OTES).	Assistant Superintendent, Director of Principal and Leadership Development, School staff	Ohio Department of Education, Appraisal Review Committee	Sep 2015	Monthly
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.	Director of Human Resources, Educational Services & Principals	Appraisal Review Committee	Ongoing	
4. Re-establish the Curriculum Advisory Council focused on the scope and sequence of learning essentials. Start the pilot of	Assistant Superintendent, Curriculum Coordinators,		July 2015	July 2015

English Language Arts (ELA) materials K – 12, and rollout of newly adopted math curriculum & resources for grades 6 –12.	Educational Services, teachers K-12, District Leadership Team, Reading Chairs, Program specialist for Math			
5. Acquire and implement new assessment and data system.	Director of Data and Assessment Thinkgate Leaders, principals, data team		Mar 2015	Aug 2015
6. Develop a five-year Career Technical Education (CTE) plan to create broader opportunities for all students. Review and update exams CTE assessments to ensure they align with the new graduation requirements and state report card.	Director of Career Technical Education (CTE) , Principals, CTE liaisons' from the other participating Districts, CTE teachers & CTE working group, EMIS coordinator		Jun 2015	Jun 2018

Goal I: 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.

Performance Measures: Teacher-Based Team (TBT) Forms and surveys; Number of disciplinary forms written by year; Number and type of responses to student behavior; Number of students participating in District-sponsored extra-curricular activities in PreK-12; Number of students accessing College & Career Planning Center/College Now; Number of students applying for post-secondary programs; Participation in curricular activities: Fine & Performing Arts, World Languages, Career Tech, AP & honors.

I.3.A.

Action Steps	Lead, Team Members	Partners	Start	End
1. Implement national standards for school climate, Positive Behavioral Intervention & Support (PBIS) and Restorative Justice Practices.	Director of Student Services, Educational Services, Teacher Administration Partnership, Student Leadership Group	National Center on School Climate	Aug 2015	June 2016
2. Implement District and national standards for school safety and emergency preparedness in every District building.	Director of Business Services, Educational Services, Principals, Coordinator of Safety and Security	Police Departments (Cleveland Hts., University Hts., South Euclid), ODE, Educators School Safety Network		
3. Implement Positive Behavior and Intervention Support in each school throughout the District.	Director of Student Services, Educational Services, Principals, Teacher Administration Partnership, Student Leadership Group	National School Climate Center		

4. Increase the number of students participating in District-sponsored extra-curricular activities at middle schools and high school	Assistant Superintendent, Director of Student Services, Educational Services, Building Leadership Team, Principals, Guidance Counselors, Athletic Director	National School Climate Center		
5. Use comprehensive classroom management strategies (CHAMPS- C onversation, H elp, A ctivity, M ovement, P articipation, S uccess and C onscious Discipline) in schools to reduce disciplinary referrals	Assistant Superintendent, Curriculum Coordinators, Director of Student Services, Educational Services, Teacher Administration Partnership	Safe & Civil Schools/Conscious Discipline, Parents, Students		
6. Increase the number of students accessing the College & Career Planning Center and College Now services.	Curriculum Coordinators, Educational Services, Building Leadership Team, Guidance counselors	Students, Parents		
7. Ensure opportunities to participate in curricular programs are equitable across buildings.	Assistant Superintendent, Educational Services		Ongoing	
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, Educational Services, Treasurer, Principals, Title I Coordinator, Assistant Superintendent			

SPECIAL TERMS:

- **CHAMPS** is a classroom management system used to develop an instructional structure in which students are responsible, motivated, and highly engaged in the specific task at hand.
- **Conscious Discipline** is built on the premise of developing discipline *within* children rather than applying discipline *to* them.

Goal II: Educational Approach: Equity, Empowerment, Opportunities

Objective 1: Close the academic and achievement gaps.

Strategy A: Provide effective supports to Principals, BLT teams and all students at each school to eliminate gaps.

Performance Measures: Math, Reading and Graduation Rates as determined by the ODE Report Card by District and building level subgroups.

II.1.A.

<i>Action Steps</i>	<i>Lead, Team Members</i>	<i>Partners</i>	<i>Start</i>	<i>End</i>
1. Design priority lists specific to closing achievement gaps and implement research-based instructional strategies to meet student needs	Principals , Building Leadership Teams, Teacher-Based Teams, Guidance counselors	Educational Services	Aug 10, 2015	Jun 6, 2016
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 , Building Leadership Teams,	Educational Services and Department Liaisons	Aug 2015	Jun 5, 2016
3. Develop plan for increased equity in AP courses by fall 2015 work with Middle School Scholars Program (MSSP) coordinator to increase equitable representation at the elementary and middle schools	Coordinator of Gifted and the Arts , Equity Team HS, Principals, Equal Opportunity Schools, Guidance counselors, AP teachers	Equal Opportunity Schools, Dr. Sasha Ravkin, Luke Justice	Apr 2015	Dec 2016
4. Establish team at CHHS to implement the EOS Equity AP plan which will include surveys, tabulations, recruitment of target students and implementation strategies			Aug 2015	Nov 26, 2016

Goal II: 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.

Performance Measures: Number of Professional Development opportunities related to closing the achievement gaps and increasing teacher expectations; Number and type of participants; Number of buildings involved; Cultural competency assessment results.

II.2.A.

Action Steps	Lead, Team Members	Partners	Start	End
1. Create and schedule opportunities throughout the school year for cross-cultural discussions based on expectations for all students.	Assistant Superintendent , Minority Student Achievement Network, Information Technology, Technology Integration, Educational Services, Building Principals, Guidance Counselors, Student Services	Educational Services, Goal 2 Team members, Consultants	Fall 2015	Fall 2018
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 Superintendent , Information Technology, Technology Integration, Educational Services, Building Principals, Guidance Counselors, Student Services	Minority Student Achievement Network	Fall 2015	Fall 2018
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.		Minority Student Achievement Network, AVID staff members, Educational Services	Fall 2015	Fall 2018

Goal II: 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.

Performance Measures: Rates of suspension disaggregated by subgroup; Rate of gifted identification by subgroup; Rate of Special Education identification by subgroup

II.3.A.

<i>Action Steps</i>	<i>Lead, Team Members</i>	<i>Partners</i>	<i>Start</i>	<i>End</i>
1. Establish a board policy and administrative guidelines describing District practices, including policies to address equitable treatment of students and employees.	Superintendent , Cabinet, American Federation of Teachers, Local Unions		Nov 2015	Jun 2016
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 , Summit, District Leadership Team, Labor Management Committee, Teacher Administration Partnership	Educational Services		

Goal II: 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.

Performance Measures: Total number of trained technology coaches; Number of professional Development sessions per year, Survey Results

II.4.A.

<i>Action Steps</i>	<i>Lead, Team Members</i>	<i>Partners</i>	<i>Start</i>	<i>End</i>
1. Survey District families to determine what devices they own and if they have home Internet access.	Epiphany Management Group, Informational Technology, Technology Integration, Educational Services, Media Specialists, Student Services	To Be Determined	Fall 2015	Fall 2018
2. Research curriculum that utilizes Bring Your Own Device (BYOD) ("Bring Your Own Device") flexibility.			Fall 2016	Fall 2019
3. Update network Acceptable Use Policy (AUP) to reflect connectivity on BYOD			Fall 2018	Fall 2021

Goal II: 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.

Performance Measures: Teacher lesson plans, Unit planners, Building walkthroughs with observable CCSS objectives being visible in all school classrooms, Align course offerings with Ohio graduation requirements

II.5.A.

Action Steps	Lead, Team Members	Partners	Start	End
1. Align school's curriculum, assessment and instructional practices to Common Core State Standards and develop common scope and sequence.	Curriculum Coordinators, Coordinator of Partnerships and Enrichment Programs	College NOW/ Federal Trio Programs Partnership, CTE	Ongoing	Ongoing
2. Measure the number of students making adequate annual growth on District and State Assessments.	Building Principals, Data and Assessment Director			
3. Increase the percentage of students graduating who meet requirements for 2-4 year college/university as well as military and industry recognized credentials.	Curriculum Coordinators, Coordinator of Partnerships and Enrichment Programs, Career Technical Education, College NOW	Federal Trio Programs Partnership		
4. Assess the current course offerings and align to the Ohio graduation requirements in K-12.	Curriculum Coordinators, Educational Services, Advisory Groups	Data, Research and Assessment Department		

Goal II: 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.

Performance Measures: Initial Special Education/Sec. 504 identifications; Requests for assistance; Number of students receiving social emotional interventions, percentage of retentions, course completion at 8th and 9th grade, the number of credits of 9th graders.

II.5.B.

Action Steps	Lead, Team Members	Partners	Start	End
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 , Guidance Counselors, Teachers, Academic support teams, social workers, psychologists	Special Education Department and 9th grade/10th grade teachers potentially colleges and peer tutoring services	Sept 2015	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.				
3. Establish success plan to align curriculum opportunities for students in 9 th grade with insufficient credits and 8 th grade students failing one or more course.				

Goal II: 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.

Performance Measures: Number and type of pre-school collaborating partners & programs, Number of entering kindergarteners experiencing preschool and Quality rating those pre-schools, Number of entering kindergarteners demonstrating kindergarten readiness.

II.6.A.

<i>Action Steps</i>	<i>Lead, Team Members</i>	<i>Partners</i>	<i>Start</i>	<i>End</i>
1. Increase the number of entering kindergarten students who participate in preschool partnership programs	Coordinator of Elementary Education , Pre-K Specialists, Coordinator of Special Education, Pre-K teachers, Elementary building principals, External partners	Public pre-school grants currently being utilized by the District.	Sept 2015	Ongoing
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.				
3. Create an early learning math plan aligned to Common Core State Standards (CCSS)				
4. Create an early learning literacy plan that aligns to Common Core State Standards				

Goal III: 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.

Performance Measures: Number of parents participating; Number of community partners, convening/trainings

III.1.A.

<i>Action Steps</i>	<i>Lead, Team Members</i>	<i>Partners</i>	<i>Start</i>	<i>End</i>
1. Convene school-based teams to develop engagement goals and implement plans to achieve them.	Program Specialist Title I, Principals, Title I leads, Teacher Administration Partnership, Building Leadership Team	Organizational partners	Fall 2015	Dec 2016
2. Convene teams from across the District to develop a common understanding of best practices for fostering trusting relationships and engaging with parents as partners.	Communications Coordinator, Teachers, Parent Leads, Assistant Superintendent, Superintendent, Student Services	Board, Organizational partners	Sep 2016	May 2017
3. Host a national expert on parent engagement.	Program Specialist Title I, Communications Coordinator, Teachers, Principals, Superintendent		Sep 2016	Dec 2016
4. Sponsor a forum for community partners on parent engagement.				
5. Work with community partners to provide parent empowerment training.	Program Specialist Title I, Director of Principal Leadership & Development	Community parent groups, Parent Ambassadors		

Goal III: 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.

Performance Measures: Survey results; Number & type of parents participating; Number & type of community partners, convening/trainings

III.1.B.

<i>Action Steps</i>	<i>Lead, Team Members</i>	<i>Partners</i>	<i>Start</i>	<i>End</i>
1. Co-host Community Convocation 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.	Communications Coordinator, Athletics Supervisor, Student Services, Business Services, Superintendent, Principals, Program Specialist Title I, Chief Financial Officer, Coordinator of Partnerships & Enrichment	Board, Organizational and Contractual partners	Fall 2015	Ongoing
2. Convene representatives from every District parent organization to determine how best to structure interactions/communications between parents and parent groups. (Create a communication framework document during this meeting to be used going forward).	Communications Coordinator, Programs Specialist Title I, Educational Services, Superintendent	Board, Organizational partners		Fall 2015

Goal III: 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.

Performance Measures: Outcomes of students, parent, community and partner surveys and data on number and type of community and organizational partners. Reference to I.3.A and I.3.C

III.2.A.

Action Steps	Lead, Team Members	Partners	Start	End
1. Establish a District committee for parent & community engagement selection, training, documentation and evaluation.	Coordinator of Partnerships and Enrichment, Communications Coordinator , Board Members, Parent Liaisons, Guidance Counselors and Social Workers	Educational Services, Communications, Board, all CHUH Community Partners and Organizational Partners, PTA	Sep 2015	Dec 2015
2. 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 and Partnerships, Coordinator of Partnerships and Enrichment , Communications Coordinator	Key partners		
3. Create partnership agreement forms aligned to administrative guidelines.	Director of Career Tech and Partnerships, Coordinator of Partnerships and Enrichment	Educational Services, Superintendent, Union	Sep 2015	May 2016
4. Secure a formal agreement with a minimum of one organization in the areas of academics, social emotional learning and health.	Director of Career Tech and Partnerships, Coordinator of Partnerships and Enrichment , Communications Coordinator, Guidance Counselors and Social	Educational Services, Superintendent, Union		

	Workers, Board Member			
5. 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 Career Tech and Partnerships, Coordinator of Partnerships and Enrichment, Communications Coordinator Director of Business Services, Guidance Counselors and Social Workers, PTA Liaisons/ Leads, Board Member, Students Representatives from MS and HS	Community partners, Educational Services, Superintendent, Business Services, PTA		Jun 2016
6. Coordinate and facilitate a Partnership Forum for community and organizational partners.	Director of Career Tech and Partnerships, Coordinator of Partnerships and Enrichment, Communications Coordinator, Director of Business Services	Educational Services, Board, all CHUH Community Partners and Organizational Partners, Superintendent, Union, PTA, Alumni Foundation		

Goal III: 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.

Performance Measures: Outcomes of students, parent, community and partner surveys, and data on number and type of community and organizational partners. Reference to I.3.A and I.3.C

III.2.B.

<i>Action Steps</i>	<i>Lead, Team Members</i>	<i>Partners</i>	<i>Start</i>	<i>End</i>
1. Create a plan for all Career Tech students and other students to attend a college class in NE Ohio.	Director of Career Tech and Partnerships	Educational Services, Communications, Board, Organizational Partners, Superintendent, Union, PTA	Sep 2015	Dec 2015
2. Publicize information on College Credit Plus and college/scholarship opportunities.	Coordinator of Partnerships and Enrichment, Communications Coordinator, HS Program Specialist			
3. Craft and implement a plan to increase scholarship funds.	Director of Career Tech and Partnerships, Coordinator of Partnerships and Enrichment, Coordinator of Curriculum-Secondary	Educational Services, Business Services, Board, Superintendent, Union, Organization partners, Alumni Foundation		May 2016
4. Develop and implement a plan to increase endowment and sponsorship opportunities	Director of Career Tech and Partnerships, Coordinator of Partnerships and Enrichment,	Alumni Foundation		Dec 2016

Goal III: 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.

Performance Measures: Number of students in Early College or Post-secondary enrollment options program; Number of students in an internship or shadowing program, number and types of options offered.

III.2.C.

<i>Action Steps</i>	<i>Lead, Team Members</i>	<i>Partners</i>	<i>Start</i>	<i>End</i>
1. Develop a shadowing plan for all students.	Director of Career Tech and Partnerships, Coordinator of Partnerships and Enrichment	Educational Services, Communications, Partners, Board, Alumni Foundation, Superintendent	Sep 2015	May 2018
2. Increase partnerships and opportunities for internships, mentorships, stewardships and leadership.	Coordinator of Partnerships and Enrichment	Educational Services, Communications, Partners, Union, PTA, Superintendent, Alumni Foundation		May 2016

Goal III: Parents & Community: Engagement, Partnerships, Communication

Objective 2: Optimize use of the community's assets & expertise to provide wraparound services for students and improve District results.

Strategy D: Prepare all students for career and college success.

Performance Measures: Number of students accessing College & Career Planning Center/College Now

III.2.D.

<i>Action Steps</i>	<i>Lead, Team Members</i>	<i>Partners</i>	<i>Start</i>	<i>End</i>
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 and Partnerships, Coordinator of Partnerships and Enrichment, Coordinator of Educational Services, Curriculum Coordinator-Secondary		Sep 2015	May 2016
2. Contact all HS students/parents individually on career and college opportunities and plans.	Director of Career Tech and Partnerships, Coordinator of Partnerships and Enrichment, Communications Coordinator, Curriculum Coordinator-Secondary			Dec 2016
3. Create on-line page of tips and helpful hints for students and parents on college applications and preparation for careers.	Director of Career Tech and Partnerships, Coordinator of Partnerships and Enrichment, Communications Coordinator, PTA Liaisons/ Leads, Curriculum Coordinator-Secondary			

Goal III: 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.

Performance Measures: Survey Results, types of communication options employed by District & used by staff, parents, students

III.3.A.

<i>Action Steps</i>	<i>Lead, Team Members</i>	<i>Partners</i>	<i>Start</i>	<i>End</i>
1. Centralize resources with a District Family Engagement Toolkit for all staff.	Communications Coordinator , Educational Services, Principals, Building Leadership Team, Teacher Administration Partnership	Parents, Organizational partners	Sep 2015	May 2016
2. Establish administrative guidelines for customer service and staff communication with families.	Communications Coordinator , Teachers, Student Services, Secretaries, Building Leadership Teams	Students, parents, Organizational partners		
3. Create Teacher Webpages and develop training plan	Communications Coordinator , Information Technology, Technology Program Specialist, Teacher Union President, Teacher leaders.	Parents, students	Sep 2015	May 2016
4. Create communications and marketing plan that aligns with the strategic plan.	Communications Coordinator , Goal Leaders, Cabinet	Board		May 2016
5. Increase social media followers by 5%.	Communications Coordinator , Information Technology	Communications, All staff, students, families, Organizational Partners		

Goal IV: Valued Professionals & A 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.

Performance Measures: Track and monitor: number of Professional Development sessions related to ECOC offered; number of staff participating in the Professional Development class offered; analyze feedback received from professional development.

IV.1.A.

<i>Action Steps</i>	<i>Lead, Team Members</i>	<i>Partners</i>	<i>Start</i>	<i>End</i>
1. Board Retreat and Training; Inform staff through ECOC rollout and training	Superintendent , Director of Human Resources	Training consultants, Board Members	Jun 30	Jun 2016
2. Human Resources will meet with administrators once a month to calibrate the ECOC rubric	Director of Human Resources , Educational Services, Cabinet	Administrative Staff	Aug 2015	Jun 2016
3. Board approves ECOC	Board Members , Board Members	Superintendent		Aug 2015
4. Staff Roll-Out - Convocation Day	Superintendent , BOE Personnel	CH-UH Staff	Aug 28, 2015	Aug 28, 2015
5. Administrators and supervisors will review with staff two section from ECOC at each staff meeting for approximately 10min; Evaluate roll-out based on feedback from supervisors; District Leadership Team and documented evidence from Employee Code of Conduct rubric	Building Principal, Central Office Administrator, Department Supervisors , Building Leadership Teams, Labor Management Committees	CH-UH Staff	Aug 2015	Jun 2016
6. The ECOC District Leadership Team will meet twice per year to review implementation	Superintendent , Director of Human Resources	Principals, Coordinators, Supervisors, Union presidents, Board Members	Jan 2016	May 2016

Goal IV: Valued Professionals & A Culture of Excellence

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

Strategy A: Attract a diverse cadre of new staff members.

Performance Measure: Number of current employees, by demographics (age, gender, age, number of years at CH-UH educational attainment level, race, etc.)

IV.2.A.

<i>Action Steps</i>	<i>Lead, Team Members</i>	<i>Partners</i>	<i>Start</i>	<i>End</i>
1. CAMERA (Cleveland Area Minority Educators Recruitment Association) District Membership	Director of Human Resources, Human Resources Staff	Partner school districts	Aug 2015	Jun 2016
2. Attend University Job Fairs		Universities and university-supported job fairs	Oct 2015	
3. Partnerships with local universities	Director of Human Resources Principals & Teachers	Regional colleges and universities	Aug 2015	

Goal IV: Valued Professionals & A Culture of Excellence

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.

Performance Measure: Number of job descriptions, Number of job descriptions revised

IV.2.B.

<i>Action Steps</i>	<i>Lead, Team Members</i>	<i>Partners</i>	<i>Start</i>	<i>End</i>
1. Conduct audit of current roles within the District. And update job descriptions accordingly	Director of Human Resources, Department leaders, Supervisors	Leadership teams, Union leadership	Aug 2015	Jun 2016

Goal IV: Valued Professionals & A Culture of Excellence

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

Strategy A: Use internal and external experts to develop and implement ongoing staff-driven professional development opportunities.

Performance Measures: Number of Professional Development sessions offered; Number of staff participating in the Professional Development classes offered; Analyze feedback received from staff

IV.3.A.

<i>Action Steps</i>	<i>Lead, Team Members</i>	<i>Partners</i>	<i>Start</i>	<i>End</i>
1. Develop, implement and continuously assess comprehensive Professional Development for District staff	Assistant Superintendent, Directors, Coordinators, Program Specialists	District Leadership Team, Building Leadership Team, Curriculum Advisory Committee/Union Reps	Aug 2015	Jun 2016

Goal IV: Valued Professionals & A Culture of Excellence

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.

Performance Measures: Number of staff departing and why; Number and with whom exit interviews and surveys are completed

IV.3.B.

<i>Action Steps</i>	<i>Lead, Team Members</i>	<i>Partners</i>	<i>Start</i>	<i>End</i>
1. Create an exit interview protocol.	Director of Human Resources	Central Office Administrators, Building Level Administrators, Supervisors, Union Leadership	Aug 2015	Jun 2020
2. Build a database for use in monitoring and understanding trends.	Director of Human Resources, HR staff	IT		
3. Assess trends from interviews and recommend District modifications as appropriate	Director of Human Resources	District Leadership Team, Building Leadership Teams, Curriculum Advisory Committee/Union Reps	Ongoing	

Goal IV: Valued Professionals & A Culture of Excellence

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.

Performance Measure: Number of changes or corrections with Educational Management Information Systems (EMIS) reporting each fiscal year.

IV.3.C.

<i>Action Steps</i>	<i>Lead, Team Members</i>	<i>Partners</i>	<i>Start</i>	<i>End</i>
1. Partner with Educational Service Center to provide audit of EMIS data	Director of Human Resources	Educational Service Center	Fall 2015	Fall 2015
2. Define and implement adjustments based on the results of the Educational Service Center's EMIS audit including professional development				
3. Conduct internal EMIS audit of student data	Director of Data and Assessment			

Goal IV: Valued Professionals & A Culture of Excellence

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.

Performance Measures: Number of Professional Development sessions offered; Number of staff participating in the Professional Development class offered; Analyze feedback received from staff

IV.3.D.

<i>Action Steps</i>	<i>Lead, Team Members</i>	<i>Partners</i>	<i>Start</i>	<i>End</i>
1. Create technology-coaching program.	IT Supervisor, Technology Integration Specialist, IT, Technology Integration, Curriculum and Instruction, Students	To Be Determined	Fall 2015	2020

Goal IV: Valued Professionals & A Culture of Excellence

Objective 4: Support staff will have the skills and the capability to perform their jobs at a high level.

Strategy A: Develop performance standards for each support staff classification.

Performance Measure: Number of performance standards completed for which employee classifications..

IV.4.A.

<i>Action Steps</i>	<i>Lead, Team Members</i>	<i>Partners</i>	<i>Start</i>	<i>End</i>
1. Convene a committee of administrative and Ohio Association of Public School Employees (OAPSE) support staff representatives.	Assistant Director of Business Services , Business Services administrative team and OAPSE staff, HR	None	Fall 2015	May 2016
2. Draft performance standards.				Spring 2020

Goal IV: Valued Professionals & A Culture of Excellence

Objective 4: Support staff will have the capability to accomplish their jobs at a high level of performance.

Strategy B: Ensure that all support staff have the tools and equipment they need to successfully perform their jobs.

Performance Measures: Survey staff to gather needs; Number of requests completed

IV.4.B

<i>Action Steps</i>	<i>Lead, Team Members</i>	<i>Partners</i>	<i>Start</i>	<i>End</i>
1. Develop and conduct an inventory of existing tools and equipment.	Assistant Director of Business Services , Business Services staff	None	Fall 2016	May 2017
2. Survey annually all support staff to determine their tool and equipment needs.	Operations Coordinator , Business services staff and OAPSE representatives		Fall 2017	Spring 2020

Goal V: Operational Resources: Finances, Technology, Facilities

Objective 1: District facilities will support educational objectives.

Strategy A: Adhere to a 5-year permanent improvement plan.

Performance Measure: Percentage of students impacted by each Permanent Improvement Project

V.1.A.

<i>Action Steps</i>	<i>Lead, Team Members</i>	<i>Partners</i>	<i>Start</i>	<i>End</i>
1. Develop and implement 5 Year Permanent Improvement Plan.	Director of Business Services	None	Fall 2015	Spring 2016
2. Implement prioritized projects.	Director of Business Services, Business Services staff		Fall 2016	Spring 2020

Goal V: Operational Resources: Finances, Technology, Facilities

Objective 1: District facilities will support educational objectives.

Strategy B: Ensure non-school facilities are utilized to support District objectives.

Performance Measure: Value of non-educational facilities

V.1.B.

<i>Action Steps</i>	<i>Lead, Team Members</i>	<i>Partners</i>	<i>Start</i>	<i>End</i>
1. Assess utility of existing non-educational facilities.	Director of Business Services, District Cabinet	Cities of Cleveland Heights and University Heights	Fall 2015	Spring 2016
2. Implement recommendations.			Fall 2016	Spring 2017

Goal V: Operational Resources: Finances, Technology, Facilities

Objective 1: District facilities will support educational objectives.

Strategy C: Implement Master Facilities Plan.

Performance Measure: Number of Reconstructed Facilities

V.1.C.

<i>Action Steps</i>	<i>Lead, Team Members</i>	<i>Partners</i>	<i>Start</i>	<i>End</i>
1. Complete enabling projects.	Director of Business Services, Design and Construction Team	City of University Heights	Spring 2015	Fall 2015
2. Complete high school reconstruction project.		Community members, City of Cleveland Heights and Facilities Accountability Committee		Summer 2017
3. Design and reconstruct Monticello and Roxboro Middle Schools.			Winter 2016	Summer 2019
4. Implement phase II of the Facilities Master Plan (reconstruct all elementary school buildings).		Community members, Cities of Cleveland and University Heights and Facilities Accountability Committee	Fall 2017	Fall 2020

Goal V: Operational Resources: Finances, Technology, Facilities

Objective 2: District Operations will be more sustainable, cost less, and in the top 10 for instructional spending among peer Districts per the Ohio Department of Education report card.

Strategy A: Reduce District energy consumption.

Performance Measure: kBTU (Kilo British Thermal Units) used; ODE Report Card instructional spending among peer districts

V.2.A.

<i>Action Steps</i>	<i>Lead, Team Members</i>	<i>Partners</i>	<i>Start</i>	<i>End</i>
1. Identify energy reduction opportunities.	Director of Business Services, Business Services Administration	Sustainability Working Group	Fall 2015	Spring 2016
2. Implement energy reduction opportunities.				Spring 2020

Goal V: Operational Resources: Finances, Technology, Facilities

Objective 2: District Operations will be more sustainable, cost less, and in the top 10 for instructional spending among peer Districts per the Ohio Department of Education report card.

Strategy B: Reduce the amount of solid waste disposed of by the District.

Performance Measures: Weight of solid waste by classification, Survey results; ODE Report Card instructional spending among peer districts

V.2.B.

<i>Action Steps</i>	<i>Lead, Team Members</i>	<i>Partners</i>	<i>Start</i>	<i>End</i>
1. Identify increased opportunities to recycle various solid waste materials.	Operations Coordinator, Director of Business Services, Building Principals	Sustainability Working Group	Fall 2015	Spring 2016
2. Develop a consistent CHUH recycling plan for the entire District.		Sustainability Working Group		
3. Engage school, City officials and sustainability working group.		Sustainability Working Group		
4. Create green learning opportunities with teachers and students.	Curriculum Coordinators for Elementary and Secondary, Business Services	Sustainability Working Group		
5. Develop communication strategy increase awareness of sustainable practices and increased recycling.	Director of Business Services, Communications Coordinator	Sustainability Working Group		
6. Implement increased recycling of solid waste.	Operations Coordinator, Business Services and Building Principals			

Goal V: Operational Resources: Finances, Technology, Facilities

Objective 2: District Operations will be more sustainable, cost less, and in the top 10 for instructional spending among peer Districts per the Ohio Department of Education report card.

Strategy C: Ensure healthy indoor air quality in every building.

Performance Measures: Carbon Monoxide levels; ODE Report Card instructional spending among peer districts

V.2.C.

<i>Action Steps</i>	<i>Lead, Team Members</i>	<i>Partners</i>	<i>Start</i>	<i>End</i>
1. Fully train operations staff in the use of online preventive maintenance scheduling tool.	Operations Coordinator	Facilities Accountability Committee, Stakeholders	Spring 2016	Fall 2017
2. Implement all required Heating, Ventilation, & Air Conditioning (HVAC) equipment preventative maintenance work.	Operations Coordinator, HVAC Tradesmen	None	Fall 2017	Spring 2018

Goal V: Operational Resources: Finances, Technology, Facilities

Objective 2: District Operations will be more sustainable, cost less, and in the top 10 for instructional spending among peer Districts per the Ohio Department of Education report card.

Strategy D: Model staffing to mirror national standards to ensure resources are focused on student services.

Performance Measures: Full-time equivalent per square foot; ODE Report Card instructional spending among peer districts

V.2.D.

<i>Action Steps</i>	<i>Lead, Team Members</i>	<i>Partners</i>	<i>Start</i>	<i>End</i>
1. Identify national standards	Director of Business Services, Director of Human Resources		Fall 2015	Spring 2016
2. Define and refine District organizational chart	Superintendent, Director of Human Resources		Fall 2016	Fall 2017
3. Conduct negotiated agreement reduction in force procedure	Director of Business Services, Director of Human Resources			

Goal V: Operational Resources: Finances, Technology, Facilities

Objective 3: Improve transparency and communication on school funding/finance.

Strategy A: Optimize use of existing systems and complement with new mechanisms as needed.

Performance Measures: Number and ways finance is publicly communicated internal and external survey results

V.3.A.

<i>Action Steps</i>	<i>Lead, Team Members</i>	<i>Partners</i>	<i>Start</i>	<i>End</i>
1. Investigate preparation of Popular Annual Financial Report (PAFR).	Chief Financial Officer, Communications Coordinator	None	Fall 2016	Spring 2018
2. Investigate Treasurer of State "Checkbook" Product.				
3. Conduct ongoing community education meetings on school funding/finance, including portion of annual State of Schools.				
4. Codify procedures to provide clarity and consistency.				
5. Increase advocacy - educate our community about the realities of the State funding system.				

Goal V: Operational Resources: Finances, Technology, Facilities

Objective 4: 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

Performance Measures: Network gigabytes-per-second per building; Device platforms per building.

V.4.A.

<i>Action Steps</i>	<i>Lead, Team Members</i>	<i>Partners</i>	<i>Start</i>	<i>End</i>
1. Perform site surveys to determine adequate connectivity for learning.	Information Technology, Information Technology, Vendors, Business Services	E-Rate (Schools and Libraries Program of the Universal Service Fund)	Fall 2015	Fall 2020
2. District will create a 5-year device plan to assure technology use within lifecycle.				

Goal V: Operational Resources: Finances, Technology, Facilities

Objective 4: 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.

Performance Measure: District Internet gigabytes-per-second

V.4.B.

<i>Action Steps</i>	<i>Lead, Team Members</i>	<i>Partners</i>	<i>Start</i>	<i>End</i>
1. Upgrade network switches in school building Main Distribution Frames and the District's Network Operations Center.	Information Technology, Information Technology, Vendors, Business Services	E-Rate (Schools and Libraries Program of the Universal Service Fund)	Fall 2016	Fall 2018
2. Increase Internet bandwidth speeds to take advantage of improved infrastructure.				
3. Increase/Update wireless Access Points in classrooms.				

Goal V: Operational Resources: Finances, Technology, Facilities

Objective 5: Increase number of grants awarded to District to supplement and enhance current educational practices.

Strategy A: Establish grant application guidelines and inform principals, teachers and staff about the process. Support and encourage staff to apply for appropriate grants.

Performance Measure: Number of grants

V.5.A.

<i>Action Steps</i>	<i>Lead, Team Members</i>	<i>Partners</i>	<i>Start</i>	<i>End</i>
1. Create protocol and grants calendar; educate administrative team regarding grant opportunities and timing requirements.	Coordinator of Federal Program/ School Improvements	Non-profit, Institutions of Higher Education, other District partners depending on the specific grant	Aug 2015	Ongoing
2. Identifying funding prospects/opportunities; provide summary to relevant internal staff; convene teams; create logic models; gather information; write, edit and submit.	Coordinator of Federal Programs/School Improvements	Partners identified depending on nature of grant		

Goal V: Operational Resources: Finances, Technology, Facilities

Objective 5: Increase number of grants awarded to District to supplement and enhance current educational practices.

Strategy B: Support teachers and staff in acquiring additional resources for their classrooms.

Performance Measure: Number of classes given

V.5.B.

<i>Action Steps</i>	<i>Lead, Team Members</i>	<i>Partners</i>	<i>Start</i>	<i>End</i>
1. Develop District-wide grants team composed of subject matter experts to support effective project development and expand grant writing capacity; explore providing Professional Development Units (PDUs) toward licensure rather than stipend support.	Coordinator of Federal Program/School Improvements	None	Aug 2015	Ongoing
2. Provide project development/grant writing class for PDUs.	Coordinator of Federal Programs/School Improvements	Local Foundations	Jan 2016	Jun 2016
3. Develop method for delivering information about grants and other opportunities to staff (ex. email, Twitter, direction to a scrolling list on the grants site, etc.).	Coordinator of Federal Programs/School Improvements	None	Fall 2015	Ongoing

Goal V: Operational Resources: Finances, Technology, Facilities

Objective 5: Increase number of grants awarded to the District to supplement and enhance current educational practices.

Strategy C: Use of Funds: Ensure effective, collaborative planning and evaluation of entitlement fund expenditures, for example Titles I, II and III; IDEA; Career Tech; Public Preschool.

Performance Measure: Number of meetings with coordinators

V.5.C.

<i>Action Steps</i>	<i>Lead, Team Members</i>	<i>Partners</i>	<i>Start</i>	<i>End</i>
1. Convene four meetings a year to review entitlement funds; the last meeting will be designated for evaluation of prior year and planning for upcoming year.	Assistant Superintendent, Coordinator of Federal Programs/ School Improvements	None	Fall 2015	Ongoing
2. Develop effective evaluation plan with pre/post data for each entitlement fund to assess impact/efficacy of use of funds.		Institutions of Higher Education evaluation professionals		
3. Identify staff/entitlement coordinators to research, identify and review best practices, making recommendations to the entitlement fund team.		Locations/schools implementing best practices		

Goal V: Operational Resources: Finances, Technology, Facilities

Objective 6: 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.

Performance Measure: Number of Safety reports, inspections and drills

V.6.A.

<i>Action Steps</i>	<i>Lead, Team Members</i>	<i>Partners</i>	<i>Start</i>	<i>End</i>
1. Update and deploy comprehensive safety and security plans and reporting protocols.	Coordinator of Safety and Security	Facilities Accountability Committee	Spring 2017	Fall 2019