

Dr. David Glasner, Superintendent
2019-2020 District Action Plan - Executive Summary

Dear Shaker Schools Community,

This Action Plan is a blueprint of action steps and priorities that will guide me in my new role as Superintendent of Schools and our work together to help shape the future of the Shaker school district. This plan is based on information I have gathered from many of you during my pre-entry transition period this past spring. I will provide regular updates to the Board of Education and community on findings from this work and the progression of this plan. I look forward to our work together.

Dr. David Glasner, Superintendent

Goal 1: Continue to establish a rapport with key city and district stakeholders, including board members, city officials, central office staff, students, faculty and staff, community organizations and local businesses to ensure effective communication and collaboration.

- Meet and communicate with Superintendent's Transition Advisory Team
- Continue to meet with PTO, student groups, equity cohort members, local and state officials, city safety forces and other key constituents
- Work with administrative staff to address short-term and mid-term priority areas and to review five-year forecast and upcoming levy cycle
- Continue to develop transition communications plans and action steps with Communications team
- Continue to meet with Superintendent's Student Advisory Council at beginning of 2019-2020 school year

Goal 2: Ensure that all schools and district offices are prepared for the opening of the 2019-2020 school year.

- Continue to develop and update District leadership plan based on current and future vacancies
- Recruit and hire qualified personnel to fill key district leadership positions
- Regularly review and monitor 2019 summer capital improvement projects
- Monitor status of school building preparedness and all district department readiness for new school year
- Meet with Director of Data & Accountability and other district administrators to review and analyze patterns of student achievement using the District's Strategic Plan Metrics, Student Performance Data, and the state report card for schools and the District
- Develop a plan to provide individualized support to school principals

Goal 3: Continue to develop district structures to facilitate progress on key long-term District priorities, including: Strategic Planning, Equity work, sustainable facilities plan and curriculum development

- Continue to develop district leadership plan to fill key leadership positions
- Create and implement a district-wide Diversity Recruitment and Retention Plan to address short-term and long-term hiring needs
- Work towards the creation of a long-term facility planning working group and task force
- Collaborate with equity cohort members and other key District stakeholders to identify next steps regarding District equity work
- Continue to develop and implement high quality professional learning for District faculty and staff that aligns with District strategic plan goals
- Collaborate with treasurer's office, Finance and Audit Committee and other key district stakeholders to outline proposed levy cycle schedule
- Work with key District stakeholders to continue to develop a comprehensive approach to social and emotional learning, as well as school culture and climate across schools
- Collaborate with state and regional leadership to identify ways to expand Shaker's pre-K programming

Goal 4: Assess implementation of the written, taught and assessed curriculum using data as well as observe pedagogical practices in elementary, middle, and high schools through school and classroom visits in order to identify instructional focus areas for the 2019-2020 school year and beyond.

- Conduct classroom observations with school principals
- Continue to review written curriculum as well as district and state assessment data
- Develop plan to support Mercer Elementary School in response to EdChoice status
- Work with Chief Academic Officer and Curriculum & Instruction Department to develop structures to monitor effectiveness of school-based teaching and learning practices
- Develop structures to support school-based International Baccalaureate re-authorization (self-study) processes

Deliverables by the Conclusion of the 2019-2020 School Year

- Creation and adoption of District Five-Year Strategic Plan
- Development of long-term District facilities planning work group and task force
- Participation in equity training with Board of Education members and other stakeholders
- Create a Diversity Recruitment and Retention Plan
- Continued strengthening of curriculum across all schools, as measured by student achievement outcomes, expansion and refinement of curricular units and IB re-authorization (as applicable)
- Completion of construction at Fernway Elementary School for August 2020 reopening