

Goal 1

SHAKER EXPERIENCE

Engage all students in an enriching educational experience that enables them to achieve educational milestones and graduate from high school within four years as fully developed young adults, prepared for success in post-secondary education and careers.

Strategic Initiatives

Academic Achievement

1.1- Implement the International Baccalaureate (IB) Programme and philosophy in every school and classroom.

The IB Programme prepares students for a lifetime of achievement by:

- *Providing an educational experience in inquiry-based learning through hands-on experiences, interdisciplinary studies and ownership of learning*
- *Supporting a challenging curriculum with a global perspective to emphasize the skills needed to be successful in the 21st Century*
- *Developing key student attitudes, learner attributes, and service learning at all levels*

1.2- Collaboratively develop and consistently implement a comprehensive curriculum that aligns with rigorous academic standards.

A comprehensive and consistent curriculum increases academic achievement of all students by:

- *Preparing all students to challenge themselves, improve their skills, and meet their potential*
- *Ensuring that all students are prepared for successful entry into college/career*

1.3- Employ a common set of proven teaching practices that are culturally inclusive.

Highly effective teaching practices increase academic achievement for all students by:

- *Increasing concept mastery and fostering problem solving*
- *Allowing for instructional flexibility for the teacher to best support students' needs*
- *Engaging students in learning that results in mastery of the curriculum*

1.4 - Build a system of school-based supports to positively impact the academic achievement of all students.

School-based academic supports increase academic achievement and personal growth for all students by:

- *Reinforcing curriculum, student organization and study skills*
- *Embracing the continual evaluation and improvement of academic supports to assure effective and efficient use of resources*
- *Building partnerships in the community to address student needs and promote increased learning*

1.5- Use assessment and data to make informed decisions.

Equipping educators to use assessment data improves academic achievement by:

- *Providing opportunities to use valid data about learning to measure achievement guide instruction*
- *Enabling educators to monitor and manage student progress over time*
- *Building accountability measures to inform stakeholders*

Continued →

Goal 1, Continued

Supporting Personal Growth

1.6- Implement a core set of behavioral expectations that are consistently modeled and positively reinforced equitably for all students.

A core set of expectations improve academic achievement and personal growth by:

- *Ensuring that disciplinary support and interventions are provided equitably for all students*
- *Developing a culturally and emotionally responsive community*
- *Maintaining a safe and nurturing learning environment*

1.7- Ensure an environment free of barriers to opportunity, knowledge and achievement.

Access to opportunity and knowledge increases academic achievement and personal growth by:

- *Effectively addressing the diverse needs of diverse students*
- *Encouraging students to be self-sufficient contributors to society*
- *Supporting all students in exploring the breadth of opportunities in the Shaker Experience*
- *Supporting the transition of new students into the district*

1.8- Cultivate a learning environment where students are provided with the tools to succeed and are comfortable advocating for their own success.

Equipping students to advocate for their own success increases academic achievement and personal growth by:

- *Instilling self-control, self-efficacy and self-confidence in all students*
- *Encouraging students to be accountable for their own success*
- *Empowering students to take advantage of all that Shaker has to offer*

Experiences beyond the classroom

1.9- Enrich learning and cultivate personal growth for all students through experiences beyond the classroom

Participating in experiences outside the classroom (e.g. athletics, arts and culture, academic pursuits, special interest clubs, entrepreneurship and civic endeavors) increases academic achievement and personal growth by:

- *Promoting self-discovery and engaged learning*
- *Helping students understand the connections between learning and the broader world*
- *Encouraging students to pursue a balanced and purposeful life*

Goal 1 Timeline

STRATEGIC INITIATIVE 1.1

Implement the International Baccalaureate (IB) Programme and philosophy in every school and every classroom.

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
1. Incorporate the IB philosophical framework into every aspect of the district's culture to affect all students, staff, parents and community.		→			
2. Implement the IB principles and practices in all grades pre-K through 12 classrooms. (Primary Years Programme, Middle Years Programme, Diploma Programme)		→			
3. Embrace the philosophy and culture of IB as a means of ensuring a global education for all students.	→				

STRATEGIC INITIATIVE 1.2

Adopt a common repertoire of highly effective teaching practices with a multicultural focus.

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
1. Implement a district-wide set of common research based effective practices that will be used in every classroom. (i.e. differentiated instruction, collaborative learning, inquiry model, questioning skills, rubrics/exemplars, learning objectives, active participation)		→			
2. Refine teaching strategies to effectively meet all student needs.		→			
3. Identify technological tools to support and enhance instruction. (i.e. Ipads, laptops, smartboards)	→				
4. Embed technological approaches appropriately into daily instruction in all classrooms.			→		
5. Define district expectations for academic stamina, rigor and persistence.	→				
6. Implement instructional strategies and innovative learning experiences that challenge all students by promoting academic stamina, rigor and persistence.			→		
7. Design innovative instructional programs and practices to meet the varied needs of our learners. (i.e. Online learning center, flipped classrooms, blended learning)		→			

STRATEGIC INITIATIVE 1.3

Build a system of school-based and community-based experiences to support the academic achievement of all students.

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
1. Evaluate current initiatives and academic support systems for students. (i.e. tutoring centers, study groups, instructional coaches)	→				
2. Implement a district approved and robust system of supports to reach the needs of all students.		→			
3. Solicit the assistance of community members and organizations to elevate the academic growth of students.	→				
4. Expand pre-K opportunities within the District and the surrounding community to ensure all students are ready to succeed in kindergarten.		→			
5. Enhance summer offerings to provide both enrichment and academic support opportunities.	→				

STRATEGIC INITIATIVE 1.4

Use assessment and data to make informed decisions.

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
1. Identify purposeful, formative and summative assessment practices that reflect a common philosophy across the district. (i.e. at the start, during and the end of lessons/ units)	→				
2. Select and design formative and summative assessments that are aligned to instructional goals and student needs.	→				
3. Implement district-wide formative assessments to make instructional decisions for individuals and groups of students.(i.e. during lessons)		→			
4. Implement district- wide summative assessments to determine student attainment of instructional goals and to reflect and guide future instruction. (i.e. at the conclusion of lessons/units)		→			
5. Provide timely and meaningful feedback in all classrooms as a main component in helping students improve their academic success. (i.e. descriptive and written)			→		

STRATEGIC INITIATIVE 1.5

Collaboratively develop and consistently implement comprehensive curriculum that aligns with rigorous academic standards.

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
1. Develop curriculum maps, curriculum guides, and units of study that embrace the framework of the IB philosophy and are based on adopted state standards to delineate student academic goals pre - K thru 12.	→ (English Language Arts)	→ (Science)	→ (Social Studies)		
2. Incorporate real world experiences and applications into everyday learning.			→		

STRATEGIC INITIATIVE 1.6

Implement a core set of expectations that are consistently modeled/positively reinforced equitably for all students.

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
1. Develop district-wide protocols, philosophies, and implementation plan regarding social, emotional and behavioral growth. (i.e. proactive and reactive)		→			
2. Implement district-wide protocols regarding social, emotional and behavioral growth.			→		
3. Evaluate and revise district-wide protocols regarding social, emotional and behavioral growth.				→	
4. Implement professional learning for faculty and staff on cultural proficiency.	→ (Principals, Central Office, Teacher Leaders)	→ (Faculty and Staff)	→ (Students and Parents)		
5. Review and expand community partnerships and summer enrichment opportunities to support positive behavior of all students. (i.e. Youth Center, Bellfaire, etc.)		→			

STRATEGIC INITIATIVE 1.7

Create an institutional environment for all students free of barriers to opportunity, knowledge and achievement.

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
1. Identify barriers to opportunity, knowledge and achievement exist. (i.e. busing, length of day, technology in the home, etc.)	→				
2. Develop a plan to remove the barriers.		→			
3. Implement the plan to remove the barriers.			→		
4. Develop a plan to establish consistent grading and homework practices/protocols.	→				
5. Implement consistent grading and homework practices/protocols.		→ (Elementary)	→ (Middle School)	→ (High School)	

STRATEGIC INITIATIVE 1.8

Establish a learning environment where students advocate for their own success and are provided with the tools to succeed.

1. Develop a culture of community among all involved in our schools. (i.e. safety and security, everyone owns our students, connections with parents, mentoring, etc.)			→		
2. Increase the ongoing use of goal setting at all grade levels. (i.e. as a component of parent-student-teacher conferences, improve the developmental appropriateness at different levels, etc.)	→				
3. Develop a district-wide exit survey/reflection piece completed by each student at the end of each school year where they reflect on their learning and their hopes for the following year.			→		
4. Expand the student-to student mentoring programs district-wide. (i.e. high school students with elementary students, within schools, etc)			→		

STRATEGIC INITIATIVE 1.9

Enrich learning and cultivate personal growth for all students through experiences beyond the classroom.

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
1. Investigate ways to remove barriers to student participation in co-curricular activities. (Diversity, finances, family situations, transportation, etc.)	→				
2. Implement a plan to remove barriers to student participation in co-curricular activities.		→			
3. Develop and implement a plan to encourage student participation in at least one co-curricular activity per year starting in 5 th grade.		→			
4. Develop a district-wide plan to expose all students to college, careers and related expectations.			→		
5. Implement a district-wide program to expose all students to college, careers and related expectations.				→	
6. Create a district-wide electronic and searchable resource of opportunities for students' culminating projects (exhibition, personal project, CAS, senior project).			→		

Goal 2

CONTINUOUS IMPROVEMENT

Support the Vision and Mission of the District through strategic planning, systems and data analysis, technology infrastructure, and professional learning.

Strategic Initiatives

2.1- Develop, monitor and evaluate the implementation of the five-year Strategic Plan.

Evaluating the administration of the five-year Strategic Plan on an ongoing basis will facilitate continuous improvement by:

- *Providing a common focus aligned with the District's Mission and goals*
- *Ensuring consistency of implementation*
- *Providing a culture of accountability to ensure adherence to the plan*

2.2- Develop an accessible and integrated system to input, monitor, utilize and analyze student data.

An integrated system of data facilitates continuous improvement by:

- *Optimizing our ability to access a wide array of data to more effectively serve our students*
- *Analyzing data from a variety of sources in order to more effectively determine how to address the instructional needs of students (individually/collectively)*
- *Enabling robust analyses based on a variety of sources that ensures the validity of the District's accountability*

2.3-Establish District-wide expectations to implement and monitor the use of technology tools to support instruction and organizational efficiency.

Technology can provide new opportunities for student learning and achievement and streamline the ways we do business by:

- *Providing tools to support students in developing 21st century learning skills for success in school, college, and career endeavors.*
- *Maximizing the ability of school staff and faculty to perform their duties and share information.*

2.4- Expand professional learning opportunities that align with District goals and meet individual learning needs, tracking participation and evaluating effectiveness.

Professional learning aligned with the District's strategic plan fosters continuous improvement for every staff member by:

- *Enabling staff to participate in a variety of high quality learning experiences (web based, conferences, coaching, book studies)*
- *Monitoring and evaluating the effectiveness and relevance of professional learning opportunities*
- *Building capacity among teachers to share knowledge and increase collaboration.*

Goal 2 Timeline

STRATEGIC INITIATIVE 2.1

Develop, monitor and evaluate the Implementation of the five-year Strategic Plan.

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
1. Educate staff, parents, and the community in a consistent and ongoing manner on the five-year strategic plan	→				
2. Incorporate items to evaluate the administration of the strategic plan into future student, staff, and community survey instruments		→			
3. Create work plans that align and are consistent with the strategic initiatives in the five-year strategic plan	→				
4. Review work plans for fidelity and consistent implementation of the strategic plan.		→			
5. Use data collection systems to evaluate the consistency of implementation of the strategic plan in all buildings and all classrooms.			→		
6. Review the progress toward the strategic plan measures each year.	→				
7. Review the existing strategic plan for revisions/content of the next five-year strategic plan					→

STRATEGIC INITIATIVE 2.2

Develop an accessible and integrated system to input, monitor, utilize and analyze student data.

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
1. Inventory currently used PreK-12 assessment measures and the capabilities of the current student information system.	→				
2. Select assessment tools which impact instruction and discontinue assessment measures that no longer fit instructional needs.	→				
3. Create a District-wide timeline to ensure a balance of standardized, diagnostic and curriculum-based assessments with a primary focus on instruction, coordinated from PreK-12.		→			
4. Research and select an instructional improvement system (data warehouse).		→			
5. Research and select a student information system that will interface with the instructional improvement system.		→			
6. Implement the selected instructional improvement system (data warehouse) and student information system.			→		
7. Implement teacher professional learning on assessment tools, student information system, and instructional improvement system.			→		

STRATEGIC INITIATIVE 2.3

Establish District-wide expectations to implement and monitor the use of technology tools to support instruction and organizational efficiency.

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
1. Review and revise the District technology plan.	→				
2. Inventory, review and determine a standard set of technology tools and software for both instructional and operational needs.	→				
3. Research and select a common learning management system to assist teachers in facilitating the delivery of course content and to foster 24/7 learning.		→			
4. Audit and monitor current and emerging technologies.		→			
5. Adopt a process for implementing new technology resources and abandoning current resources that do not directly support the technology plan.			→		
6. Implement a personalized learning center.	→				
7. Expand the use of the personalized learning center.		→			

STRATEGIC INITIATIVE 2.4

Expand professional learning opportunities that align with District goals and meet individual learning needs, tracking participation and evaluating effectiveness.

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
1. Develop a comprehensive professional learning calendar aligned to the District's strategic plan and Annual Professional Growth Plan goals in OTES.	→				
2. Implement My Learning Plan to improve the monitoring and evaluation of professional learning.		→			
3. Determine and provide core professional learning requirements for new teachers.		→			
4. Review the data in My Learning Plan and make adjustments accordingly.			→		
5. Expand opportunities for teacher leaders to support the professional learning of colleagues.		→			
6. Develop and implement a process for teachers who attend professional learning activities outside of the District to share their learning.	→				
7. Expand the use of PD360 software for 24/7 online professional learning opportunities.	→				

Goal 3

POLICY

Develop and implement policies that align with the District's Vision and Mission and support the goals of the District's strategic plan.

Strategic Initiatives

3.1- Maintain a Board-adopted policy manual that reflects current state and federal mandates and supports the District's Vision and Mission by reinforcing the important aspects of a Shaker education.

The policies support the District's Vision and Mission by:

- *Articulating principles, expectations and aspirations for a framework of practices*
- *Promoting transparency and accountability in all policies*

3.2- Maintain a clear set of administrative guidelines that inform common practices across the District resulting in consistent implementation of policies.

The guidelines promote equity and rigor for all students by:

- *Ensuring all staff have high expectations*
- *Focusing resources on a high quality Shaker Experience*

3.3- Publish Board-adopted policies and administrative guidelines which are clear and accessible to all stakeholders.

Clear communication of policies and administrative guidelines assists in the understanding of the District's Vision and Mission by:

- *Employing technology and other communication methods to enhance accessibility*
- *Enhancing efficiency of modification, publication, distribution and implementation*

Goal 3 Timeline

STRATEGIC INITIATIVE 3.1

Maintain a Board-adopted policy manual that reflects current state and federal mandates and supports the District's Vision and Mission by reinforcing the important aspects of a Shaker education.

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
1. Conduct a complete audit of the current policy manual.	→				
2. Develop a system to revise and update policy manual on quarterly basis.		→			
3. Identify District practices that demonstrate compliance with board policies.			→		

STRATEGIC INITIATIVE 3.2

Maintain a clear set of administrative guidelines that inform common practices across the District resulting in consistent implementation of policies.

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
1. Conduct a complete audit of administrative guidelines manual.	→				
2. Develop a system to revise and update administrative guidelines manual.		→			
3. Identify District practices that demonstrate compliance with administrative guidelines.			→		

STRATEGIC INITIATIVE 3.3

Publish Board-adopted policies and administrative guidelines which are clear and accessible to all stakeholders.

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
1. Investigate all applications available through BoardDocs software program.	→				
2. Implement roll out of selected applications in BoardDocs program.		→			
3. Develop an ongoing system to revise and update changes to information contained in BoardDocs.			→		
4. Establish communication vehicles to ensure understanding of policies and guidelines by all stakeholders.		→			

Goal 4

HUMAN RESOURCES AND FACILITIES

Recruit and retain high-quality staff with diverse cultural experiences and backgrounds, and provide facilities conducive to high quality teaching and learning.

Strategic Initiatives

4.1- Develop and implement a recruiting program in order to recruit a high quality staff with diverse cultural representation.

A diverse, high quality staff increases student achievement by:

- *Enabling Shaker’s diverse students to interact and identify with adults from different cultural backgrounds and experiences*
- *Providing all students with adults who are role models for diversity, acceptance, achievement, encouragement and support*
- *Promoting global awareness within the culture and climate of the entire district*

4.2- Develop a rigorous plan to retain quality staff.

Retaining high quality staff promotes student achievement by:

- *Consistently providing students and families the highest quality educational experiences*
- *Fostering positive staff morale and promote retention*
- *Attracting and retaining “expert teachers” and committed, highly competent administrators and staff*

4.3- Design a comprehensive, role-specific, individualized cultural proficiency training program for faculty, staff, students and parents.

A well-trained faculty and staff will enhance professional growth and student achievement by:

- *Increasing the level of cultural competency within the entire Shaker faculty and staff*
- *Building capacity within the faculty and staff to work effectively with students from all backgrounds*
- *Enabling students, families, and community members to consistently have positive experiences with all faculty and staff*
- *Providing faculty and staff with high-quality professional learning to promote positive student experiences*

4.4- Develop and maintain organizational structures that support accountability through district-wide efficiency and effectiveness.

Strengthening organizational structures provides the support needed to advance student achievement by:

- *Promoting organizational efficiency in order to maximize cost savings while maintaining high quality educational programs and services*
- *Maintaining and continuing our record of strong fiscal responsibility*
- *Streamlining administrative leadership functions and operations*
- *Effectively utilizing human and operational resources*

4.5- Develop a comprehensive capital improvement plan which uses a proactive and creative approach to prioritize innovations and improvements with associated costs.

Maintenance and efficient use of high-quality facilities support student achievement by:

- *Examining how the District can maintain the character and quality of our unique buildings and grounds while meeting the educational needs of students of the future*
- *Assessing the current condition and utilization of space in all District facilities in order to project maintenance, capital improvements and capital needs*

Goal 4 Timeline

STRATEGIC INITIATIVE 4.1

Develop and implement a recruiting program in order to recruit a high quality staff with diverse cultural representation.

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
1. Revise and increase consistency of interview processes for all positions	→				
2. Develop a comprehensive HR Recruitment Plan	→				
3. Implement HR Recruitment Plan		→			
4. Assess impact of Recruitment Plan and revise as needed			→		

STRATEGIC INITIATIVE 4.2

Develop a rigorous plan to retain quality staff.

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
1. Investigate non-monetary strategies to retain employees	→				
2. Survey teachers re: incentives, possibilities		→			
3. Develop process to gather data from staff as they leave the District	→				
4. Redesign our new teacher orientation prior to start of school	→				
5. Implement newly redesigned new teacher orientation to start of school		→			
6. Increase administrative presence in non-school meetings	→				

STRATEGIC INITIATIVE 4.3

Design a comprehensive, role-specific, individualized cultural proficiency training program for faculty and staff.

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
1. Implement cultural proficiency training with the administrative team	→				
2. Implement cultural proficiency training with teachers and identify teacher trainers		→	→ (Students and parents)		
3. Establish and implement a train the trainer model starting with new teachers			→		
4. Provide cultural proficiency training to support staff			→		
5. Develop and implement a feedback for all visitors to our buildings	→				

STRATEGIC INITIATIVE 4.4

Develop and maintain organizational structures which support accountability, district-wide efficiency, and effectiveness.

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
1. Assess staffing levels for all departments and buildings <ul style="list-style-type: none"> • Administration • Departments • Schools 	→				
2. Plan for changes in staffing levels based on asst		→			
3. Implement changes			→		
4. Develop plan to transition to comprehensive Human Resources Department	→				
5. Implement Plan		→			
6. Examine and implement new process to outsource substitute teachers	→				

STRATEGIC INITIATIVE 4.5

Develop a comprehensive plan which uses a proactive and creative approach to prioritize innovations and improvements with associated costs.

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
1. Conduct a comprehensive facilities study	→				
2. Prioritize projects from facilities study based on District needs and financial resources		→			
3. Execute projects per prioritized schedule		→			

DRAFT

Goal 5

COMMUNICATION

Engage school and community stakeholders as active partners.

Strategic Initiatives

5.1-Engage and support the use of multiple methods of communication among and between parents, students and District staff.

Open and active communication among all District stakeholders supports student achievement by:

- *Facilitating opportunities for parents to voice their needs and concerns with District staff*
- *Equipping school stakeholders with valuable information through collaborative interactions*
- *Increasing the use of technology to support communication regarding student achievement*
- *Obtaining support for District initiatives*

5.2- Speak with a unified voice about the District's mission, values, initiatives, expectations, strengths and areas for growth.

Clear, consistent, and timely communication from the District supports student achievement by:

- *Informing the community about the value of the Shaker Experience*
- *Empowering the community with valuable achievement data to help them support the District and our students*
- *Marketing the Shaker Heights City Schools to prospective residents and private school families, thus ensuring future enrollment and increasing the number of stakeholders*

5.3- Expand and enrich the active partnerships between the District and the residents, businesses, and community and civic organizations.

Active partnerships in the Greater Cleveland community will increase collaboration and student achievement by:

- *Leveraging the talents of Shaker residents to engage students in academics, career exploration, community service, and entrepreneurship*
- *Enlisting parents, residents, alumni, businesses and non-profit partners to help enrich the educational programs and fulfill unmet needs*
- *Securing non-tax resources to support student learning experiences*
- *Including representatives from the community in the decision-making process*

5.4- Communicate regularly with all stakeholders regarding school finances.

Regular communication strengthens the District by:

- *Increasing community awareness and understanding of District finances and challenges*
- *Building support for finding new sources of revenue*

Goal 5 Timeline

STRATEGIC INITIATIVE 5.1

Engage and support the use of multiple methods of communication among and between parents, students and District staff.

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
1. Create an ongoing and comprehensive communication plan for all audiences with a fundamental focus on the achievement of <u>all</u> students*	→				
2. Implement and review the comprehensive communication plan each year.		→			
3. Grow our repertoire of differentiated communication methods including print, electronic (email, web, social, text), face-to-face, etc.	→				
4. Pilot the use of social media at the High School for use with parents, students, and staff.	→				
5. Implement the use of social media in other buildings/ departments based on High School pilot.		→			
6. Provide professional learning to staff on the use of differentiated communication tools to support consistent implementation.		→			

STRATEGIC INITIATIVE 5.2

Speak with a unified voice about the District's mission, values, initiatives, expectations, strengths and areas for growth.

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
1. Create an ongoing and comprehensive communication plan for all audiences with a fundamental focus on the achievement of <u>all</u> students.	→				
2. Review and revise <u>internal</u> communication resources and tools regarding the interrelationship between the IB continuum, state standards, teacher evaluation, assessments and other instructional initiatives aligned with the Strategic Plan	→				
3. Review and revise <u>external</u> communication resources and tools regarding the IB continuum, student expectations, and other key district initiatives		→			
4. Increase the capabilities of different mobile web resources for staff, students, parents		→			
5. Implement an internal communication strategy incorporating technology, human resources, professional learning, etc.		→			
6. Implement an external communication strategy regarding the IB continuum, student expectations, and other key district initiatives			→		

STRATEGIC INITIATIVE 5.3

Expand and enrich the active partnerships between the District and the residents, businesses, and community and civic organizations.

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
1. Create an ongoing and comprehensive communication plan for all audiences with a fundamental focus on the achievement of <u>all</u> students*	→				
2. Explore the creation of and implement an Office of Community Engagement responsible for the recruitment and management of parent volunteers, residents, alumni, businesses and community who will assist the District in meeting its goals.	→				
3. Identify partnership committee (community, staff, parents, students) who will assist the Office of Community Engagement in creating a plan to reach out and build/expand partnerships in the local, county and greater community.		→			
4. Create a comprehensive management mechanism to collect and disseminate partnership information on a continuous basis.		→			
5. Inventory current databases of active partnerships across the District .	→				
6. Reach out to new and existing partnerships to share, collaborate and work to secure non-tax resources.	→				

STRATEGIC INITIATIVE 5.4

Communicate regularly with all stakeholders regarding school finances.

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
1. Create an ongoing and comprehensive communication plan for all audiences with a fundamental focus on the achievement of <u>all</u> students*	→				
2. Collaborate with the Treasurer’s office to issue timely, clear, and concise financial information to the community.	→				
3. Communicate ongoing accountability, stewardship, transparency and value proposition looking toward future funding issues.	→				
4. Communicate about efforts to cut costs in meaningful ways- efficiencies while also maintaining and improving the quality of the Shaker Experience.	→				
5. Educate the public about the mechanics of school finance in Ohio.		→			

Goal 6

FINANCE

Ensure efficient and effective use of financial resources while maintaining high-quality educational experiences for all students.

Strategic Initiatives

6.1- Maintain the appropriate balance between delivering the Shaker Experience and cost efficiency.

Cost efficiency enables student achievement by:

- *Providing high quality and sustainable programs*
- *Delivering the Shaker Experience in a cost effective manner that produces well-rounded students*

6.2- Establish fair and competitive compensation packages that are financially appropriate.

Competitive and fair compensation packages allow the District to be fiscally responsible and implement the Shaker Experience by:

- *Providing compensation that reflects the high expectations required to deliver the Shaker Experience*
- *Negotiating creative compensation agreements within our financial constraints*
- *Retaining high quality staff through excellent compensation, benefits, incentives, a positive work environment and accountability*

6.3- Optimize traditional and non-traditional financial resources.

Optimizing our resources allows us to be fiscally responsible while implementing the strategic plan by:

- *Ensuring financial resources are allocated to the priorities of the strategic plan*
- *Continuing to identify and seek non-tax revenues*

6.4- Maintain financial management and stewardship practices that ensure focused spending within the budget.

Maintain the efficiency, integrity and excellent ratings of the Shaker Heights City School District Treasury Department by:

- *Responsibly monitoring resource management*
- *Evaluating and employing effective financial practices*

Goal 6 Timeline

STRATEGIC INITIATIVE 6.1

Maintain the appropriate between delivering the Shaker Experience and cost efficiency.

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
1. Develop a yearly process that links educational priorities established by the District to budgetary resources	→				

STRATEGIC INITIATIVE 6.2

Establish fair and competitive compensation packages that are financially appropriate.

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
1. Explore innovative compensation practices	→				
2. Determine components of a compensation study for all employee groups	→				
3. Conduct a compensation study	→				
4. Evaluate the system for awarding all supplemental pay (i.e. units, supplemental, stipends, overtime)	→				
5. Implement recommendation from supplemental pay audit		→			

STRATEGIC INITIATIVE 6.3

Optimize traditional and non-traditional financial resources.

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
1. Explore co-operative agreements between the District and outside organizations (i.e. library, city, county, other districts) that may have a positive financial impact		→			
2. Establish a systematic approach to identify and seek non-tax revenue (i.e. foundation, state and federal grants, etc.)		→			
3. Develop a corporate sponsorship program for financial support of enrichment programming.	→				

STRATEGIC INITIATIVE 6.4

Maintain financial management and stewardship practices that ensure focused spending within the budget.

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
1. Review and update financial procedures in Administrative Guidelines Manual	→				
2. Develop a system for in-service on financial procedures		→			
3. Research best practice budget methods	→				
4. Implement budget method recommendation		→			
5. Explore and implement operational benchmarking analytical tools	→				
6. Develop a timeline for exploration and implementation of technology enhancements to increase efficiency	→				

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