




BOWLING GREEN CITY SCHOOLS

STRATEGIC PLAN

2015-2018

PRESENTED BY: FRANCIS SCRUCI
SUPERINTENDENT



BGCS SCHOOL BOARD

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SUPERINTENDENT'S MESSAGE

The Bowling Green City School District is found in Northwest Ohio and is a 118 square mile district (ranked 98th largest in Ohio) located in Wood County. The District shares its location with Bowling Green State University. The community is made up of approximately 30,000 full and part-time residents. Of this population, approximately 19,000 are full-time residents, while the remaining 11,000 are BGSU student residents.

As a district we are committed to high achievement and providing educational opportunities that will help prepare our students for college and career readiness. We are focusing on finding innovative ways to create learning environments that will engage all students. We will continue to abide by the mandates that have and continue to direct education.

We will encourage our teachers to find ways to creatively meet student needs driven by data and implementing best practices. The Goals found in this document are not in any particular rank order because we believe that each are inter-related. However, our main focus will be on high academic standards and providing a safe nurturing environment while maintaining fiscal responsibility.

The purpose of this document is to share the vision, mission, core values, and the direction the district intends to move towards. A strategic plan, while focused on the present and the future, is subject to change based on government legislation that may change funding and/or curriculum. Generally speaking this document will be in its initial form and will be valid for 3-5 years from inception. It becomes somewhat of a fluid document due to the above mentioned influences.

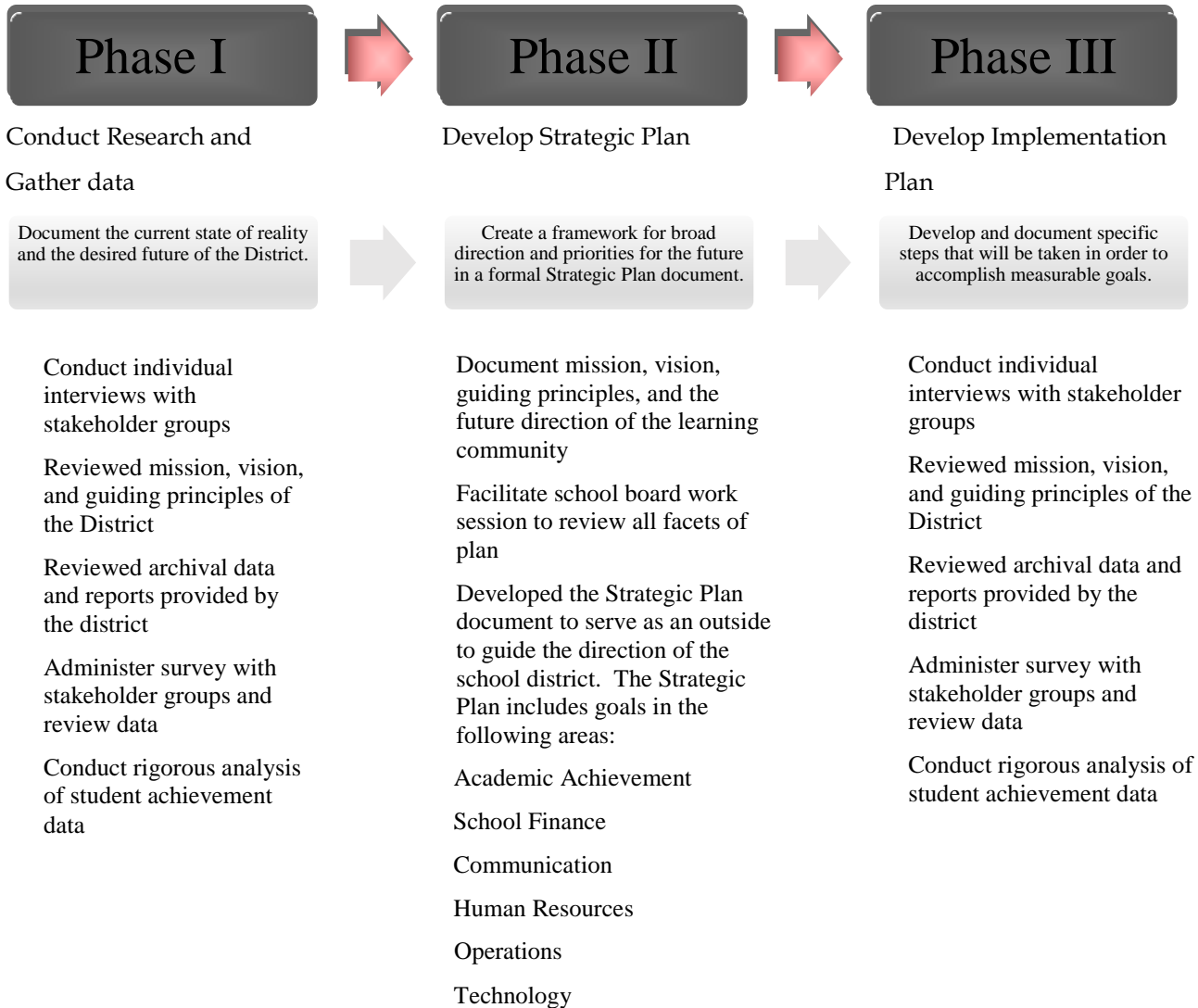
This strategic plan began in the 2013-14 school year with a series of meetings and surveys with various stakeholders. The data collected was used to create an initial plan. With the naming of the new superintendent the strategic plan was used as a foundation to give a consistent direction under the new leadership. The work found within this document reflects the discussions held with the community, staff, students, and administrators. This plan provides a summary of the process and its desired outcomes.

Variables could exist that would have a direct impact on this document would include funding from Local, State, and Federal entities. This would include any legislation that is passed directing our school district's business. In addition, the results and summary of the Ohio Facilities Construction Commission (OFCC) will give direction to the district's facilities framework. Also another factor that could impact this plan would be the property reassessments that will occur in 2017 along with any new construction of housing or new housing developments.

Francis R. Scruci, Superintendent



BGCS STRATEGIC PLANNING PROCESS



BGCS VISION AND MISSION STATEMENT



VISION

Provide excellent instruction and equitable opportunities for each student.

MISSION

Bowling Green City Schools is committed to high academic expectations and extracurricular opportunities in an inclusive, caring, safe, and healthy environment. We empower and support our teachers to be responsive to each student through a challenging and engaging curriculum. We partner with families and community to ensure student success.

CORE VALUES

- Accountability
- Compassion
- Courage
- Creativity
- Integrity
- Respect
- Responsibility
- Service



STRATEGIC PLAN GOALS

BGCS STRATEGIC PLAN GOAL 1 **ACADEMIC ACHIEVEMENT**

Strategic Goal 1: Academic Achievement

BGCS will prepare all students to be contributing members of their community by equipping them with the 21st Century skills of communication, collaboration, creativity, and critical thinking, resulting in college and/or career readiness.

Desired Outcomes	Actions
<p>Evaluate current instructional and intervention programs to make recommendations to improve overall academic achievement and close the achievement gap by no less than 3% each year in Reading and Math between special education and all students.</p>	<ul style="list-style-type: none"> ● Continue the work of the Literacy Task Force that will use the plan, do, study, act, reflect model of school improvement to continue further work and make recommendations for the future. <ul style="list-style-type: none"> ○ Evaluate and reflect on new implementation and make recommendation for refinement with the goal of improving Tier I instruction ● Develop an RTi implementation team that will create a plan to formalize district processes and data collection methods. <ul style="list-style-type: none"> ○ Implement new universal screener (grades K-12) for math, reading, and explore behavior screeners ○ Analyze and establish systemic interventions at each instructional level ○ Develop a universal Pyramid of Interventions for staff as a resource ○ Provide professional development as needed ○ Explore PBIS and mentoring programs K-12 and make recommendations for further consideration ○ Identify set criteria for “at risk” students to receive strategic intervention ○ At secondary level, students will receive comprehensive counseling services and success plans will be created for students in accordance with Ohio Revised Code 3313.6020 ○ Data will be evaluated at Teacher Based Team meetings to assess student progress and response to interventions ○ Longitudinal data will be evaluated yearly for students
<p>Develop processes to determine effectiveness and selection of district programs and curricular materials</p>	<ul style="list-style-type: none"> ● Develop committees for curricular areas to be reviewed <ul style="list-style-type: none"> ○ Create schedule for program/curriculum review ○ Align professional development to the recommendations

	of the program review committees
<p>BGCS will evaluate and implement programs to meet the needs of the whole child ultimately increasing academic achievement and improving social experience of students.</p>	<ul style="list-style-type: none"> ● Counseling programs will complete needs surveys and design programs to address them <ul style="list-style-type: none"> ● All secondary students will engage in career exploration and learning styles inventories ● BGCS will offer pathways for acceleration through College Credit Plus, Advanced Placement, and Dual Enrollment courses at the secondary level ● Secondary review of Mathematics offerings and recommendations for pathways beginning with the 2016-2017 academic year <ul style="list-style-type: none"> ● Review of online learning options for both remediation and accelerated offerings to be completed by May 2016 and implemented beginning with the 2016-2017 academic year ● Evaluate service delivery options for exceptional students and make recommendations for future programming
<p>As part of the OIP Process, BGCS faculty and staff will engage in professional development activities that facilitate equitable experiences for all students.</p>	<ul style="list-style-type: none"> ● Establish a District Equity Team that will explore current levels of cultural competence and complete an equity audit. <ul style="list-style-type: none"> ○ Equity team will make recommendations for future study, implementation, and professional development based on data reviewed. ○ In year two, district equity team in conjunction with Building Leadership Teams will help schools review inclusivity practices and make recommendations for changes and additions ○ BLTs will work with Teacher Based Teams to reflect on current practices and facilitate collaborative sharing for equitable practices.

BGCS STRATEGIC GOAL 2 SCHOOL FINANCE

Strategic Goal 2: School Finance

BGCS will be good stewards of public funds, maximizing current state and local funding levels to provide excellent educational opportunities for students.

Desired Outcomes	Actions
Annual review of all staffing levels to determine need	<ul style="list-style-type: none"> • Each entity will develop an annual plan to be established by February of that academic year to include the following: creating list of vacant teacher positions, reviewing enrollment numbers, and monitoring potential openings for administrative and support personnel <ul style="list-style-type: none"> • Using fiscal year 2015 as a baseline, compare the number of staff members and positions as of September 1 each year to determine any changes • The annual review will take place December 1 through January 31 each year as well as each time a staff position becomes open throughout the year beginning immediately
Monitor expenditures comparatively with appropriations annually	<ul style="list-style-type: none"> • Continue bi-monthly review of reports • Treasurer will review appropriations reports every other month in addition to annually beginning October, 2015 to determine any amendments that may be necessary in conjunction with revenue availability
Cut energy costs by 5% through conservation efforts	<ul style="list-style-type: none"> • Utilize inner and outer access doors • Turn off projectors, lights, and all other electronic devices when not in use • Analyze OFCC report for potential areas of savings and make recommendations in conjunction with overall facility analysis • Using fiscal year 2015 as a baseline, Treasurer will prepare a schedule of natural gas, electricity and water usage to determine how much utility costs have increased/ decreased at the end of fiscal years 2016 and 2017. Also, the number of projector bulbs used can be compared for each year to determine the frequency of bulbs burning out due to usage - an indicator of leaving

	projectors on
Investigate cost saving measures through collaboration with entities in NW Ohio	<ul style="list-style-type: none"> ● Continue to analyze health care costs in collaboration with consortium members. ● Work with Wood County ESC to provide services throughout the district only if it can provide a cost savings over what BGCS would provide and if the services meet our educational goals. Each spring WCESC services will be analyzed and selected. ● Executive Director of Pupil Services and Treasurer will meet with Medicaid consultants at <i>feasibility of special education services</i> reimbursement. ● Superintendent, as Health Consortium board member, will attend consortium meetings and consider options presented by consultant for health care.
Update the 5 year forecast two times annually	<ul style="list-style-type: none"> ● Treasurer will update, give presentation at board meeting and file forecast with ODE as required by law by October 31 and May 31 each year
Reduce supply costs	<ul style="list-style-type: none"> ● Better inventory\supply management <i>at the building level</i> ● Reduced paper consumption <i>via monitoring of copy usage data</i> ● Alternative methods for electronic workflow ● Using fiscal year 2015 as a baseline, compare copy/print costs (an indicator of paper usage) as well as cases of paper purchased at the end of fiscal years 2016 and 2017 to determine if 5% reductions have occurred ● Principals will review requisitions to determine necessity of items being purchased as well as buying local whenever possible to save shipping costs ● <i>Explore purchasing of materials and supplies locally (Northwest Ohio) to the extent possible</i> <ul style="list-style-type: none"> ○ <i>A list of local vendors to be developed and distributed</i>

BGCS STRATEGIC GOAL 3 COMMUNICATION

Strategic Goal 3: Communication

BGCS will build and maintain relationships with all stakeholders by engaging in two-way, timely, and consistent communication.

Desired Outcomes	Actions
Increased Community/Parent Communication Outreach	<ul style="list-style-type: none"> ● The Superintendent will host a minimum of four community coffees per month as measured by attendance and group email list from September 2016 -April 2017 ● Superintendent will create and meet on a monthly basis with a Community Retiree Advisory Group as measured by attendance and group email list from September 2016-April 2017. ● The Superintendent will meet with the PTO Presidents on a monthly basis measured by attendance and group email list. September 2016-April 2017. ● Principals and Athletic Director create a monthly communication (video, blog, newsletter, Facebook) evidenced by website postings from September 2016-April 2017. ● Maintain Twitter and/or Facebook, <ul style="list-style-type: none"> ○ Principals will tweet a minimum of three tweets per week as measured by postings. Timeline: September 2016-April 2017. ○ Principals will encourage staff to tweet information of building news as well as classroom activities as measured by posting with a goal of a minimum 200 district posts per month. Timeline: September 2016-April 2017. ● Create and distribute a District Newsletter, involving marketing education students that will be sent to residents 3 times during the school year. Timeline: September 2016-May 2017.
Increased Staff Communication & Outreach	<ul style="list-style-type: none"> ● The Superintendent and other members of Central Administration will meet with staff monthly in each building and department from September 2016-April 2017. ● Maintain Friday Message/YouTube video productions

	(minimum 20) during the school year to showcase school events and academic lessons from September 2016-April 2017.
Enhance the appearance and content of the District web-site	<ul style="list-style-type: none"> ● Implement new district website appearance and content by September 1, 2016. ● Collaborate with the University for Internship opportunities to serve under our Technology Director as measured by meeting minutes. Timeline: November 2015



BGCS STRATEGIC GOAL 4 HUMAN RESOURCES

Strategic Goal 4: Human Resources

BGCS will successfully recruit and retain staff by providing a supportive and positive work environment; creative teaching opportunities; quality professional development, and a competitive compensation package.

Desired Outcomes	Actions
Increased recruiting efforts	<ul style="list-style-type: none"> ● Attend college recruitment fairs at BGSU, University of Toledo, and Akron <i>Registration Jan/Feb, Job Fairs April</i> ● Host Annual BGCS recruitment fair in March <ul style="list-style-type: none"> ○ Put notification on Applitrack Jan/Feb ○ Involve HR and school based personnel to complete screening interviews Meet with Principals to develop Interview teams. Feb ○ Complete interview notes in Applitrack system to inform candidate pool for interview teams April/May after respective job fairs ○ Target hard to fill vacancies Oct/Nov Encourage teachers to notify of retirements by Dec board meeting (OTES requirement) ● Continue hiring practices for academic year 2016-2017 that were instituted the previous year. <ul style="list-style-type: none"> ○ Each building creates an interview team that includes volunteer teacher representation Jan/Feb to coincide w/job fair timelines ○ Building teams will interview candidates from HR provided list March/ April ○ Top candidates will be recommended to CA for interview and approval April/May and ongoing dependent upon openings
Foster positive working environment	<ul style="list-style-type: none"> ● Develop informal, voluntary induction/mentoring program that begins prior to school to help build relationships and knowledge throughout the district for new staff through group email invitation. Implement a two day new staff institute to prepare new staff with information and direction

	in the district.
Increased efforts to retain high quality staff	<ul style="list-style-type: none"> ● Collaborate with BGSU to develop attractive education and tuition programs for teachers 2017 Negotiations ● Create a comprehensive and responsive professional development program that meets the needs of teachers and students throughout the school year <ul style="list-style-type: none"> ○ Provide teachers with training on current best practices and innovative techniques through special education staff meetings, professional development seminars, and 2-hour delay trainings throughout the school year ○ Continue to implement refresher trainings on current initiatives and practices ○ Research evidence based programs, implement, and train as necessary to assist teachers in providing responsive instruction ● Collaborate with BGEA to review current teacher contract and make recommendations during negotiations in Spring of 2017 ● Create entry level salary schedule for administrative positions after completing study 2017 Negotiations



BGCS STRATEGIC GOAL 5 OPERATIONS

Strategic Goal 5: Operations

Provide optimal learning environments for students by building and/or maintaining safe, high-quality facilities and transportation services while demonstrating fiscal responsibility.

Desired Outcomes	Actions
Complete and Review Facility Study	<ul style="list-style-type: none"> ● OFCC Study completed in 2015 ● Continue community workshop information meetings to determine the direction in regards to new construction, renovation, combination, or do nothing at this time. ● Evaluate the OFCC recommendations and determine appropriate options for each building by January of 2017
Update and Purchase new buses	<ul style="list-style-type: none"> ● Develop a replacement schedule for aging buses and review annually <ul style="list-style-type: none"> ○ Superintendent, transportation director and Treasurer meet to develop a plan for creating a replacement schedule by December 2016 ○ Implement the plan by January of 2017 ○ Annual review each year by May 1st ● Secure bids from multiple vendors, select and submit winning bid to the Board of Education <ul style="list-style-type: none"> ○ 2016-17 purchases complete ○ Use replacement schedule to determine needs for future purchases and present information to the Board by August of each year
Cut energy costs by 5% through conservation efforts	<ul style="list-style-type: none"> ● Continue site work with Energy Efficiency consultant <ul style="list-style-type: none"> ○ Phase one completed Fall of 2014, Board rejected the continuation of this consultant ○ Revisit talks with Energy Efficiency consultant from 2014 and discuss possible cost of energy saving measures. Superintendent, Treasurer, and Buildings and Grounds Director to meet by January 2017. ○ After review, re-submit the plan to the board for

	<p style="text-align: center;">approval by February 2017</p> <ul style="list-style-type: none"> ● Explore the potential for installing an energy management system for all buildings <ul style="list-style-type: none"> ○ Building and Grounds director will invite a company to present information to the Superintendent and Treasurer on the cost and benefit of having automation in the buildings by February 2017 ○ If it is determined to move forward, the plan will be presented to the Board by March 2016
<p>Explore options for expansion, including additions to current buildings, modular units, grade configuration changes, and separate new construction</p>	<ul style="list-style-type: none"> ● Based on needs presented determine classroom/building options by February of 2017 <ul style="list-style-type: none"> ○ Inform the board of findings and possible solutions by March 2017 ● Develop a timeline for implementation and funding

BGCS STRATEGIC GOAL 6 TECHNOLOGY

Strategic Goal 6: Technology

BGCS will build and maintain technology tools and infrastructure to optimize student learning, district operations, productivity, and communications.

Desired Outcomes	Actions
Personalized instruction or 1:1 by 2019	<ul style="list-style-type: none"> ● The district-wide technology planning team will continue to collaborate. ● Create a cost analysis for 1:1 to deploy and sustain the initiative ● by November 2016 ● Identify a source of funds for 1:1 initiative by January 2017 ● Create a communication plan for staff that explains the purpose, rollout plan, and staff development by February 2017 <ul style="list-style-type: none"> ○ Create a communication plan for parents and community that explains the purpose and benefits at least three months prior to rollout ○ Create a comprehensive plan for professional development prior to deployment of technology at least three months prior to rollout
All designated teachers will utilize the district online learning portal by January 16	<ul style="list-style-type: none"> ● Define and communicate expectations for each grade level by August annually. ● Provide professional development annually. ● Principals will communicate and monitor usage of the online learning portal through evaluations annually.
Identify classroom technology packages for teacher instruction that should be in each classroom per grade level, content, responsibilities, and facilities by January 2017	<ul style="list-style-type: none"> ● Identify purpose ● Cost analysis ● Budget and replacement cycles



BOWLING GREEN CITY SCHOOLS **STRATEGIC PLAN** 2015-18