

# **BOWLING GREEN CITY SCHOOLS STRATEGIC PLAN 2021-2026**



BOWLING GREEN CITY SCHOOLS 137 Clough Street, Bowling Green,  
Ohio 43402

# BGCS Board of Education

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**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 staff to be responsive to each student through a challenging and engaging curriculum. We partner with families and the community to ensure student success.

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The Bowling Green City School District is found in Northwest Ohio and is a 118 square mile district (ranked 98<sup>th</sup> 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. This document becomes somewhat of a fluid document due to the above mentioned influences, but generally will be valid for 3-5 years.

This strategic plan began in the 2013-14 school year with a series of meetings and surveys with various stakeholders. This version is the current plan for 2021-2026. The data collected was used to create an initial plan. Each year the plan is revisited and is updated to reflect any changes based on completion or needs due to external factors. 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 Community task forces will give direction to the district's facilities framework and financing options. Other factors that could impact this plan would be all property reassessments that will occur along with any new construction of housing or new housing developments.

Francis R. Scruci, Superintendent

**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.

- Through the use of responsive pedagogy and research based practices, BGCS will close the achievement gap between special education and all students **by no less than 3% each year for three consecutive years in Mathematics.**
- Through the use of responsive pedagogy and research based practices, BGCS will close the achievement gap between special education and all students **by no less than 3% each year for three consecutive years in Reading.**
- BGCS faculty and staff will engage in professional development activities that **facilitate equitable experiences for all students.**

Desired Outcomes	Actions	Timeline
Implement Tier 1, Tier II, and Tier III intervention programs 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. Ensure instructional materials in ELA and math are implemented with fidelity.	Implement new math curriculum with ongoing professional development and support in grades K-12.	2021
	Explore additional courses and pathways of mathematics for students to meet graduation requirements.	2022
	Train teachers on new mathematics platforms for enrichment and remediation K-12.	2021-2026
	Implement math universal screener (i-Ready); grades 2-5.	2021-2026
	Implement math universal screener (SAVVAS Realize curriculum benchmarks - grades 6-12).	2021-2026
	Implement new ELA universal screener (i-Ready); grades 2-10.	2021-2026
	Continue benchmark assessment, K-2 (aimsWeb).	2021-2026
	Educate and provide professional development and depth of knowledge for administrators and teachers.	2021-2023
	Evaluate and reflect on new implementation and make recommendations for refinement with the goal of improving Tier I instruction: Heggerty, Foundations, Foundations	2021-2023



	<p>meetings to assess student progress and response to interventions K-12.</p> <p>Refine quarterly data review meetings K-5 to include action planning for each student performed by the school MTSS team.</p> <p>Continue and refine the PBIS program as needed based on school data.</p>	<p>2021-2022</p> <p>Ongoing</p> <p>Ongoing</p>
<p>BGCS will evaluate and implement comprehensive school counseling programs to meet the needs of the whole child, ultimately increasing academic achievement and improving social experience of students.</p>	<p>Counseling programs K-12 will complete a beginning of the year needs survey and design programs to address them. Define action steps with the counselors.</p> <p>All secondary students will engage in career exploration.</p>	<p>Ongoing</p>
<p>Ensure the needs of students identified as gifted through differentiated instruction or district programming.</p>	<p>BGCS will offer pathways for acceleration through College Credit Plus, Advanced Placement, and Dual Enrollment courses at the secondary level.</p> <p>Perform grade level testing for identification in grades 2 &amp; 4.</p> <p>Create and implement a process to review data and identification at each elementary building to identify students for differentiation or programming.</p> <p>Evaluate service delivery options for exceptional students and make recommendations for future programming.</p> <p>Continue Professional Development for Secondary Teachers to meet the gifted requirement to serve students in Honors and Advanced Placement courses in Ohio Revised Code.</p> <p>Provide professional development K-12 for differentiated instruction to meet the needs of students in the general education setting.</p>	<p>Ongoing</p> <p>Annually</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>

BGCS faculty and staff will engage in professional development activities that facilitate equitable experiences for all students.	All classrooms use Visible Learning strategies and continued professional development on Making Student Thinking Visible.	Ongoing
	All district staff will be trained in Trauma Informed Classroom and implement practices relative to their area of work.	Ongoing
	Increase opportunities and participation for underrepresented students involved in advanced courses at the secondary level. Remove barriers of some prerequisites for students.	Ongoing
	Renew the District Equity team to meet and review elements of this goal and continue the work of Equity Champions.	Ongoing

## 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	Timeline
Annual review of all staffing levels to determine need	<p>Each entity will develop an annual plan established for the next academic year to include the following: creating a list of vacant teacher positions, reviewing enrollment numbers, and monitoring potential openings for administrative and support personnel. Include the Treasurer's Office in discussions and shared data.</p> <p>Using the current fiscal year as a baseline, compare the number of staff members and positions each year to determine any changes.</p> <p>The annual review will take place each year as well as each time a staff position becomes open throughout the year.</p>	<p>Annually beginning on February 1</p> <p>Annually: September 1</p> <p>Annually December 1 - January 31</p>
Monitor expenditures comparatively with appropriations annually	<p>Continue regular review of reports.</p> <p>Treasurer will review appropriations reports monthly to determine any amendments that may be necessary in conjunction with revenue availability.</p>	Monthly

<p>Monitor energy costs through conservation efforts</p>	<p>Turn off projectors, lights, and all other electronic devices when not in use. District-wide, an automated shutdown occurs at 5 pm for PC's.</p> <p>Assess and analyze district-wide conversion to LED lighting.</p> <p>Using the prior fiscal year as a baseline, the 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 the fiscal year.</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Annually in July/August</p>
<p>Investigate cost saving measures through collaboration with entities in NW Ohio</p>	<p>Continue to analyze health care costs in collaboration with consortium members. Share information about Promedica near-site clinic with all staff members.</p> <p>Work with Wood County ESC and other NW Ohio professional agencies 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.</p> <p>Continue to work with other districts and entities to provide cost effective professional development opportunities.</p>	<p>Annually</p> <p>Ongoing</p> <p>Ongoing</p>
<p>Update the 5 year forecast two times annually</p>	<p>Treasurer will update and give a presentation at the board meeting and file forecasts with ODE as required by law.</p>	<p>May 31 and November 30</p>
<p>Reduce supply costs</p>	<p>Alternative methods for electronic workflow.</p> <p>Administrators will review requisitions to determine the necessity of items being purchased as well as evaluating local options whenever possible to save shipping costs.</p> <p>Monitor inventory/supply management process for continuous improvement initiatives.</p> <p>Whenever possible use HPS, EPC, and Ohio Schools Council purchasing consortiums; provide link and training for administrators and staff.</p> <p>Work with the Treasurer of State to implement the OhioCheckbook.</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>July</p>

**GOAL 3: COMMUNICATION**

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

Desired Outcomes	Actions	Timeline
Increased Community/Parent Communication Outreach	Superintendent will modify the list and meet on a quarterly basis with a Community Retiree Advisory Group as measured by attendance and group email list.	Ongoing
	The Superintendent will meet with the PTO Presidents on a Quarterly basis measured by attendance and group email list.	Ongoing
	Principals and Athletic Director create a monthly Communication (video, blog, newsletter, Facebook).	Ongoing
	BGCS employees will maintain social media presence utilizing device sensitive platforms on Twitter and/or Facebook.	Ongoing
	Principals will encourage staff to post information of building news as well as classroom activities as measured by posting with a goal of a minimum 200 district posts per month.	Ongoing
	BGCS employees will add social media handle(s) to all business cards and outgoing communications (including email signature) as well as promote them at open houses and building events.	Ongoing
	Under the supervision of the superintendent, administrators create and contribute to publications as assigned or requested including column contribution to the BG Independent News, Sentinel and/or morning news/Clint Corpe.	Ongoing
	Seek alumni to establish an alumni association.	Ongoing
	Reaffirm commitment to add items to the BG Community calendar to promote BGCS events.	Ongoing
	Encourage a bigger presence at community events (such as BSAF, Literacy in the Park, BGSF Trivia Night, etc.) in Bobcat apparel.	2021-2022
Maintain Friday Message/YouTube video productions on a regular basis during the school year to showcase	2021-2022	

	<p>school events and academic lessons or as needed if timely event or topic arise.</p> <p>Livestream board meetings on district YouTube channel.</p> <p>Use Remind 101 or Google voice text message to alert and/or inform parents of upcoming dates &amp; events.</p> <p>Create New Family Questionnaire and develop the process to identify &amp; quickly reach out to families with needs across academic, social emotional, health and/or other assistance not otherwise made known via registration forms.</p>	<p>2021-2022</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>
<p>Increased Staff Communication &amp; Outreach</p>	<p>The Superintendent and other members of Central Administration will meet with staff quarterly in each building and department.</p> <p>Maintain Friday Message/YouTube video productions on a regular basis during the school year to showcase school events and academic lessons or as needed if timely event or topic arise.</p> <p>Use Remind 101 or Google voice text message to alert and/or inform staff of upcoming dates &amp; events.</p>	<p>September-April yearly</p> <p>September - April yearly</p> <p>Ongoing</p>
<p>Maintain the appearance and content of the District web-site with increased staff contributions</p>	<p>Maintain the district website and encourage staff to promote and present relevant building information.</p> <p>Encourage parents to visit the Flyer Board to view upcoming school and community events.</p> <p>Administrators encourage submission of website content to designated staff for timely release of information.</p>	<p>Ongoing</p>
<p>Increased promotion of the successes of students, staff, and school programs</p>	<p>Monthly recognitions at regular board meetings, within the Friday message and district staff social media posts.</p> <p>Email to staff and families a “BGCS K-12 Semester in Review” leaflet/brochure with k-12 info/data/photos.</p>	<p>Ongoing</p> <p>2021-2022</p>

#### 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	Timeline
Increased recruiting and diversity recruiting efforts	<p>Encourage teachers to notify of retirements by November board meeting (OTES 2.0 requirement).</p> <p>Begin to develop a staffing plan for the following year.</p> <p>Host Annual BGCS recruitment fair in March.</p> <ul style="list-style-type: none"> <li>● Put notifications on Applitrack, <b>LinkedIn and other Social Media sites.</b></li> <li>● Involve HR and school based personnel to complete screening interviews</li> <li>● After the job fair, complete interview notes in Applitrack system to inform interview teams</li> </ul> <p>Attend college recruitment fairs.</p> <p><b>Hiring processes:</b></p> <ul style="list-style-type: none"> <li>● Post-employment opportunities on Applitrack, <b>LinkedIn and other Social Media sites to reach a diverse candidate pool.</b></li> <li>● Buildings create an interview team for each job opening.</li> <li>● HR will paper screen applicants and send a list to the administrator.</li> <li>● Building teams will interview candidates from the Human Resources provided list.</li> <li>● Reference checks will be completed by the administrator and/or the Human Resource Department.</li> <li>● Top three candidates will be recommended to Central Administration for consideration.</li> </ul>	<p>October-annually</p> <p>January-annually</p> <p>March - annually Jan/Feb-annually</p> <p>April-annually</p> <p>Ongoing</p>

Increased efforts to retain high quality staff	Continue our two day new staff institute to prepare new staff with information and direction in the district. <ul style="list-style-type: none"> <li>Emphasis on coaching and providing support.</li> </ul>	August
	Human Resource Director and Administrator will meet with new staff members at least once a quarter during the first year.	Quarterly
	Implement a standardized training program for support staff departments (i.e. paraprofessionals, food service, custodial and transportation).	Ongoing
	Quarterly HR newsletter to highlight benefits and incentives for BG staff. For example: <ul style="list-style-type: none"> <li>Tuition reimbursement program with BGSU</li> <li>Wood County Health Consortium</li> <li>Wellness Incentive</li> </ul>	Quarterly
	Competitive Compensation Package.	Spring 2022

## Goal 5: OPERATIONS

BGCS will 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	Timeline
Approved levy supporting facility planning groups' recommendations	Fanning & Howey will meet with and interview the staff in each building to guide them through a process to create a building vision for the needs of the future.	2021-2022 School Year
	Create a core facilities planning group which includes the Superintendent, Treasurer, Director of Buildings & Grounds, two Board Members, and three Community Members.	2021-2022 School Year
	Create a community facilities planning group. This group will formulate a district facilities plan and present it to the Board of Education.	2021-2022 School Year
	Place a facilities levy on the ballot with board approval.	2022

Update and Purchase new buses	<p>The Superintendent, Transportation Director and Treasurer shall annually review the replacement schedule for aging buses by January 31 of each school year.</p> <p>Use replacement schedule to determine the needs for future purchases and present information to the Board by February of each year.</p> <p>Secure bids from multiple vendors through Ohio School Council (OSC), select and submit the most cost effective bid to the Board of Education.</p>	<p>Ongoing</p> <p>2021-2024</p> <p>2021-2024</p>
Improve the environment/air quality for the well-being of our students.	<p>Install new boilers at Conneaut and Kenwood.</p> <p>Secure grant funds for purchasing and installing mini room air-conditioning units.</p> <p>Install mini-room air-conditioners.</p>	<p>2021</p> <p>2021-2022</p> <p>2022</p>
Explore and choose options to improve the safety and security of each building in the district	<p>The district will continue to evaluate safety and security procedures and protocols in each building. We will monitor new systems for effectiveness-including cameras and Raptor visitor screening tool.</p>	<p>Ongoing</p>

## Goal 6: TECHNOLOGY

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

Desired Outcomes	Actions	Timeline
<p><b>Provide technology required to support learning</b></p>	<p>Update the vision of student learning using technology to incorporate existing and emerging tools and resources.</p> <p>Plan for the deployment of core tools (equipment, apps, network, etc.) to support the vision for teachers and students.</p> <p>Plan and deliver ongoing professional development on integrating the tools and set expectations of use.</p>	<p>March 2022, annually</p>

	<p>Deploy core tools per the rollout plan.</p> <p>Establish replacement cycles, budget, staffing, required to support the vision.</p>	
<p><b>Provide technology required to support operations</b></p>	<p>Identify operational tasks and processes that can be improved through technology to increase productivity and cost efficiency.</p> <p>Identify technology to improve the task and process.</p> <p>Plan the budget, staffing and rollout of operations tools for each year.</p> <p>Deploy the tools per the rollout plan each year.</p> <p>Deliver ongoing professional development and set expectations of use.</p>	<p>Annually</p>
<p><b>Implement Cyber Security and Data Privacy Measures</b></p>	<p>Research and list major security concerns.</p> <p>Research best practices and update the District Cyber Security Plan.</p> <p>Plan the budget, staffing, resources and rollout of security for each year.</p> <p>Communicate implications of the plan to staff and implement the plan.</p> <p>Deliver ongoing professional development and set expectations of practices/behavior.</p>	<p>August 2021, ongoing</p>