

North Royalton City School District



Strategic Plan 2010-2014

Adopted: May 10, 2010

North Royalton City School District
Strategic Planning 2010-2014

Lead Team

Aldo Filippelli	Dr. John Kelly	Brian Lebo	Anne Reinkober	Pat Worton
Greg Gurka	Karen Koegle	Randy Radtke	Melissa Telepak	

Management Team

Jackie Arendt	Sheila Erbacher	John Kelly	Kirk Pavelich	Rick Rowlett
Cindy Babitt	Jo Ann Evans	John Kobunski	Douglas Payne	Max Schlessel
Larry Battaglia	Barbara Filipow	Karen Koegle	Kathy Payne	Bryan Sheffield
Cathy Bican	Gene Filipow	Stephanie Kostyack	Sue Pellechia	Jim Smith
Paul Bican	Susan Finelli	Kent Krafft	Marne Piccolomini	Keri Smith
Jim Bokar	Jenny Goodman	Daniel Langshaw	June Pinter	Melissa Telepak
Mike Broadwater	Rena Grida	Brian Lebo	Rick Plant	Bill Thomas
Mike Budzik	Cheryl Hannan	Cathy Luks	Daniel Potopsky, Sr.	Kathy Tomaro
Victor Bull	Paul Hayburn	Marty Lydecker	Bob Price	Sue Welch
Sandi Burger	Eric Heffke	Kevin Lynch	Elisa Race	Elaine White
Anna Busi	Jodi Heffke	Patty Malley	Randy Radtke	Karen Whitely
Mary Ellen Chirdon	George Heinemann	Tim Malley	John Ranucci	Johanne Wigton
Dean Chuppa	Shelly Hoffman	Gary Marousek	Anne Reinkober	Pat Worton
Jeff Cicerchi	Farrukh Humayun	Gina Mitchner	Jeff Rhodes	Emmanuel Zanoloudakis
Becky Cozzens	Denise Hynick	Lee Ann Morris	Len Rienhard	
Heidi Dolezal	Sue Jurowski	Beth O'Donnell	Marilyn Roberts	

Retreat Team

Pastor Dan Adams	Barbara Filipow	John Kobunski	Kirk Pavelich	Bryan Sheffield
Cindy Babitt	Susan Finelli	Karen Koegle	Kathy Payne	Keri Smith
Mike Broadwater	Paul Hayburn	Brian Lebo	Anne Reinkober	Kathy Tomaro
Anna Busi	Jodi Heffke	Gina Mitchner	Jeff Rhodes	Sue Welch
Becky Cozzens	Shelly Hoffman	Beth O'Donnell	Max Schlessel	

North Royalton City School District
Strategic Planning 2010-2014

Action Team Participants

Community Engagement

Pastor Dan Adams	Marilyn Cerino	Andrea Lasko	Linda Pepke Noel	Nicholas Wislocki
Mike Broadwater	Reverend Edward Estok, Jr.	Marty Lydecker	Charlene Paparizos	Pat Worton
John Brunecz	Barb Filipow	Pastor James Martin	Max Schlessel	
Anna Busi	Lori Krug	LeeAnn Morris	Yetta Vaughan	

Student Achievement

Julie Bogden	Susan Finelli	Sheri Humayun	Kathy Payne	Kriste Smith
Jeff Cicerchi	Shelley Hoffman	Gina Mitchner	Tom Rourke	Sue Welch
Lynn D'Angelo				

Communications

Cindy Babitt	Jeff Hill	Stephanie Kostyack	Bonnie Pelecky	Melissa Telepak
Matt Bosak	Karen Koegle	Kevin Mirande	Chris Studor	Melissa Vojta
Becky Cozzens				

Facilities

Jackie Arendt	Sam Grida	Rick Plant	Teri Rivera	Elaine White
Gene Baxendale	Jodi Heffke	Jim Presot	Bryan Sheffield	Emanuel Zanolidakis
Karen Davies	Beth O'Donnell	John Rannuci	Kathy Tomaro	

Financial

Dave Arendt	Lucy Iemmolo	Tim McEldowney	Sue Pellechia	Jim Smith
Eric Heffke	John Kobunski	Carol Moehring	Randy Radtke	Tricia Stanton
George Heinemann	Gary Marousek			

Collaboration

Sheila Erbacher	Glenda Hathaway	Kirk Pavelich	Jeff Rhodes	Deborah Vasenda
JoAnn Evans	Paul Hayburn	Erin Pontikos	Bryan Sheffield	Mario Vento
Laura Fruscella	Mike McGinnis			

Beliefs

We believe....

- ❖ In a culture that promotes respect and integrity
- ❖ In collaboration among schools, communities and families
- ❖ Communication is essential
- ❖ In a balance between interpersonal relationships and technology
- ❖ All students are capable of learning and learn in different ways at different rates
- ❖ In equal access for every student

Vision Statement

"Our educational community will be a model in identifying individual student needs and providing comprehensive support."

Mission Statement

"We inspire and empower learners."

Goals

1. Community Engagement

We will develop a plan to engage all stakeholders of the North Royalton City School District.

2. Student Achievement

We will develop a plan that will provide 100% of our students the support for individual development.

3. Communication

We will improve communications between school and community.

4. Facilities

We will develop a master plan for facility use and development that reflect the needs of the students, staff and community.

5. Financial

We will develop a plan that will financially maintain, support and sustain the North Royalton City Schools' beliefs, vision and mission.

6. Collaboration

We will identify options to expand collaboration and professional development opportunities for all staff.

North Royalton City School District Strategic Planning 2010-2014

Goal #1: Community Engagement

We will develop a plan to engage all stakeholders of the North Royalton City School District .

1. To increase by 10% the number of Alumni Members in the North Royalton High School Alumni Association who actively participate in and contribute to the organization.

- 1.1.1 Invite a district representative to each alumni meeting
- 1.1.2 Offer a free one year alumni membership for graduating students (Have alumni talk to seniors about the association)
- 1.1.3 Have a district representative aid in updating the alumni website
- 1.1.4 Develop a Facebook group for alumni to access
- 1.1.5 Contact each class president for the past 20 years for an exchange of information about class members for the alumni group
- 1.1.6 Form an annual "alumni event" committee to host an event
- 1.1.7 Create a mechanism to track students upon graduation

2. Establish at least 5 new business/organization relationships each year with the North Royalton City School District.

- 1.2.1 Build a liaison with businesses, organizations and the Chamber of Commerce of North Royalton and Broadview Heights
- 1.2.2 To utilize the North Royalton Business Advisory Committee to help form business partnerships with the NRCS

3. To bridge the gap between Broadview Heights and North Royalton by inviting all parties involved to build stronger partnership with the North Royalton City School District.

- 1.3.1 Examine additional means to recognize the City of Broadview Heights within the North Royalton School District Operations
- 1.3.2 Utilize the District Communication Information Coordinator to publicize school and community events in both North Royalton and Broadview Heights
- 1.3.3 Seek opportunities for North Royalton students to participate in Broadview Heights' community events and functions
- 1.3.4 Increase involvement of the residents of Broadview Heights in the activities of NRCS and recognize their support of those activities

4. To increase the involvement between the students and the community.

- 1.4.1 Develop career exploration opportunities for students at school and within the surrounding communities
- 1.4.2 Explore the addition of community service for all students
- 1.4.3 Consider/encourage connections with the community for class projects
- 1.4.4 Conduct round table discussions with businesses and organizations to seek input about expectations for students/graduates
- 1.4.5 Increase opportunities for family involvement in student activities
 - 1.4.5.a. Survey parents about desired events/activities
 - 1.4.5.b. Evaluate current events in relation to survey
 - 1.4.5.c. Determine needed activities

5. To increase opportunities for Senior Citizens, Faith Based Organizations and the Community at Large, to be involved in the North Royalton City School District.

- 1.5.1 . Post all school events on an internet calendar and welcome seniors, community members & Faith Based Organizations to these events

- 1.5.2 Increase two-way communication between the North Royalton City Schools and Faith-Based Communities in order to share information, talents, and resources (speakers, programs, etc.), especially when the education of students is involved
- 1.5.3 Increase the Early Childhood Center's relationship with Broadview Heights' senior citizens
 - 1.5.3.a. Contact Broadview Heights senior citizens group about events where students could be involved
 - 1.5.3.b. Determine appropriate activities for student participation
- 1.5.4 Form a volunteer pool of senior citizens to work with students
 - 1.5.4.a. Develop a list of senior citizens to work in classrooms (ECC-HS), and to work with school clubs
 - 1.5.4.b. Develop a list of senior citizens to be "study" volunteers at the high school
 - 1.5.4.c. Develop a list of seniors citizens to take the place of parents at school events when parents are working or not available for the event
- 1.5.5 Form a pool of students to help senior citizens who need jobs done
- 1.5.6 Increase connections between senior citizens and NRCSD
 - 1.5.6.a. Host Senior Citizen Activity Nights at schools or involve/invite senior citizens to school events/activities (Survey seniors about types of activities which are needed/desired)

6. To form a Family and Civic Engagement Committee with members from the community, organizations, FCEC, school district, and ESC for the purpose of addressing the academic achievement outcomes of: increasing the graduation rate, reducing dropouts, reducing unexcused absences, reducing disciplinary referrals, and reducing mobility and/or other district data.

- 1.6.1 . Form the Family and Civic Engagement Committee
- 1.6.2 Collect data from the 2009-10 school year (and previous years as necessary) on: graduation rate, dropouts, unexcused absences, disciplinary referrals, student mobility rate, and/or other district data
- 1.6.3 Analyze data
- 1.6.4 Formulate a plan based on the analyzed data
- 1.6.5 Implement recommendations

Goal #2: Student Achievement

We will develop a plan that will provide 100% of our students support for individual development.

1. To develop a district structure to assess student needs.

- 2.1.1 Create a structure to identify student needs and assessment instruments for the following areas
 - 2.1.1.a Academic (learning styles, abilities, etc.)
 - 2.1.1.b Social/emotional
 - 2.1.1.c Career
- 2.1.2 Create district/building assessment schedules for the following areas
 - 2.1.2.a. Academic (differentiated instruction, learning styles, abilities, etc.)
 - 2.1.2.b. Social/emotional
 - 2.1.2.c. Career
- 2.1.3 Identify a structure/process to make all data available in a single system
- 2.1.4 Establish baseline levels of student needs

2. We will align curriculum and instruction to meet individual student needs.

2.2.1 Develop a schedule for course of study review and revision

2.2.1.a Alignment of curriculum including instructional strategies and resources to core standards and assessments

2.2.1.b Alignment of technology instructional strategies and resources to core standards and assessments

2.2.2 Create a cycle to examine all course offerings at each grade level.

2.2.2.a. Alignment of course offerings to state requirements and assessed needs

3. Create a positive school climate in each building to promote individual student achievement.

2.3.1 Develop increased opportunities for parents to promote positive behavior

2.3.2 Build on positive behavior supports and ensure all students are taught building behavioral expectations

2.3.2.a. All students are recognized for positive behavior

2.3.3 Incorporate students and staff in rewarding and recognizing each other

2.3.4 Develop opportunities/activities to improve student/staff morale throughout the year

2.3.5 Review/revise plans at each building to prevent harassment

2.3.6 Review/revise plans at each building to assist students in avoiding destructive decisions

4. To identify professional development activities and support that meet individual student needs.

2.4.1 . In-service staff on designated assessments and their purpose

2.4.2 In-service components to reading/interpreting data to guide instruction

2.4.3 Identify best instructional practices based on the interpretation of the data

2.4.4 Engage in meaningful conversations with colleagues to support instructional growth

2.4.5 Develop training programs that focus on the integration of best practices using technology

5. To develop a system of parent communication and education to support individual student achievement.

2.5.1 . Determine what teachers need to communicate to parents regarding assessment results

2.5.2 Determine when and how communication will occur

2.5.3 Identify parent involvement in the educational process at each grade level

2.5.4 Develop a plan to engage and educate parents about student achievement

2.5.4.a. Identify student related issues

2.5.4.b. Research available resources to address issues (mentoring program, parent to parent network)

Goal #3: Communications

We will improve communications between school and community.

1. Develop user-friendly, web-based communication with the constituents.

3.1.1 Website/Central Portal

3.1.1.a. Establish a web development team

3.1.1.b. Review entire web design and platform

3.1.1.c. Establish page and content standards for consistency

3.1.1.d. Identify major web user groups (i.e. students, teachers, alumni, parents of alumni)

- 3.1.1.e. Review/redesign home page to accommodate defined groups
- 3.1.1.f. Identify/assign/train Content Administrators (CAs) and backup CAs and establish corresponding security
- 3.1.1.g. Implement newly designed website for the district

3.1.2 Facebook

- 3.1.2.a. Establish/sanction daily updated Facebook page
- 3.1.2.b. Identify Facebook page administrator
- 3.1.2.c. Establish a Facebook link on the web site

3.1.3 Email

- 3.1.3.a. Establish a system of email groups
- 3.1.3.b. Determine requirement for generic email boxes to provide the ability for users to submit questions

3.1.4 Support Groups

- 3.1.4.a. Establish a link/page to the district web site for district support groups
- 3.1.4.b. Establish a link/page to the district website for district departments and district committees

2. Enhance communications with the communities of North Royalton and Broadview Heights through the media.

3.2.1 Coordination of all media communications

3.2.2 Newspapers

- 3.2.2.a. Offer newspapers a "Message from the Superintendent"
- 3.2.2.b. Have a press luncheon with the Superintendent and reporters to discuss items of upcoming significance
- 3.2.2.c. Include upcoming weekly school events in local newspapers
- 3.2.2.d. Explore ways that Broadview Heights residents can receive local newspapers

3.2.3 Your Royalton Schools

- 3.2.3.a. Explore the purpose, content and use of "Your Royalton Schools" publication

3.2.4 School Cable Television Station

- 3.2.4.a. Review current technology capabilities
- 3.2.4.b. Increase amount of student activities, achievements, and events on the school cable channel
- 3.2.4.c. Explore ways to increase cable channel accessibility to Broadview Heights residents and other cable providers

3. Enhance school spirit awareness throughout the community.

3.3.1 Establish consistency of school district logo and colors on all printed and web-based communications

3.3.2 Standardize school letterhead throughout the District to include Mission

3.3.3 Purchase window decals with NR logo including Bears underneath (new design) and distribute to students/families through beginning of the year packets

3.3.4 Establish "Bear" and consistent logo to be incorporated on all school related items (i.e. yard signs; window decals, spirit wear, etc.)

3.3.5 Provide a NR City Schools information table/booth at Home Days to promote school and community spirit

4. Provide a school and community calendar to all school district residents that includes curricular and non-curricular activities.

3.4.1 Set up a committee to create a district-wide calendar

3.4.2 Retrieve dates and important information from individual school buildings for the upcoming school year

3.4.3 Retrieve dates of individual PTA events and lists of officers and committee chairmen for school buildings

- 3.4.4 Retrieve dates of athletic events and activities for the upcoming school year
- 3.4.5 Retrieve information and dates from private North Royalton and Broadview Heights schools to include on a separate page in the calendar
- 3.4.6 Explore business partnerships for funding of the calendar
- 3.4.7 Create pages in the calendar that define school clubs, organizations, and support groups
- 3.4.8 Retrieve important information from district offices to include in the calendar
- 3.4.9 Include information about how to access the district website and cable channel(s)
- 3.4.10 Distribution of calendar

5. Enhance communication with the community constituents from the Superintendent, Treasurer and the Board of Education.

- 3.5.1 SCENE
 - 3.5.1.a. Encourage students to be part of SCENE dialogue
 - 3.5.1.b. Encourage parents to invite a neighbor to the SCENE meeting
 - 3.5.1.c. Engage civic groups to send a representative to the SCENE meeting
 - 3.5.1.d. Include SCENE meeting dates on the School/Community calendar, website, cable station, and press notification
 - 3.5.1.e. Identify key information to be shared and publicize open forum question/answer opportunities
- 3.5.2 Key Communicators
 - 3.5.2.a. Review Key Communicator distribution and determine if expansion is required
- 3.5.3 Alert Now
 - 3.5.3.a. Review current notification system and explore expansion
- 3.5.4 State of the Schools Address
 - 3.5.4.a. Determine timeline and audience for State of the Schools Address
 - 3.5.4.b. Increase the disbursement of the State of the Schools Address
- 3.5.5 Financial Responsibility
 - 3.5.5.a. Increase distribution of district financial information
- 3.5.6 Board of Education
 - 3.5.6.a. Establish a page for Board Members on the web site

6. Enhance communication between school buildings and parents.

- 3.6.1 Continue building/PTA newsletter accessibility through district website
- 3.6.2 Building forms to be accessible from district website
- 3.6.3 Continue to utilize Alert System for critical school information
- 3.6.4 Enhance communication about student performance between teachers and parents
- 3.6.5 School buildings to have updated website information
- 3.6.6 Enhance two-way communication with parents through email notification

7. Form a committee to explore how students can communicate with administration on how the district can enhance their educational opportunities.

- 3.7.1 Examine student involvement on district committees
- 3.7.2 Formulate a student committee to get input on course offerings at the high school level
- 3.7.3 Develop a program where students can have lunch with the Superintendent
- 3.7.4 Obtain student input through focus groups or surveys in regards to after-school social activities

3.7.5 Develop a way for students to communicate and share feedback

Goal #4: Facilities

We will develop a master plan for facility use and development that reflects the needs of the students, the staff and our community.

1. Re-assemble Facilities Committee to review and update Facility Plan.

- 4.1.1 Reconvene the Committee of Detail to review progress of the strategic plan committee and the goal areas established
- 4.1.2 Re-assemble Facilities Committee to review updated reports
- 4.1.3 Prioritize facility plan items by need
- 4.1.4 Develop an update 2-3 plans for review by school and community groups-Minimum Requirements, Optimum Plan that best balances needs and costs, Best plan that satisfies all requirements
- 4.1.5 Update potential master plans to Facility Committee and share with the Facility Committee
 - 4.1.5.a. Present current data
 - 4.1.5.b. Present updated data
- 4.1.6 Develop analysis of Operational Cost Improvements & Life Cycle Costs for recommended improvements
- 4.1.7 Determine the optimal technology infrastructure that will provide the most flexibility for future technology developments
- 4.1.8 Review and develop a plan for the utilization of the middle school loft space for usage due to ADA compliance, noise, HVAC, etc.

2. To coordinate the efforts of the stadium foundation group in conjunction with the facilities committee and the overall development of the master plan.

- 4.2.1 Provide a liaison to the stadium foundation group

3. Establish a district-wide green team.

- 4.3.1 Each building will establish a green team with individual building goals
- 4.3.2 Review strategies and provide education for staff and students for energy conservation, efficiency and recycling
- 4.3.3 Investigate cost benefits and alternative funding for installing alternative energy sources

4. Develop an ongoing maintenance and operations plan for district facilities.

- 4.4.1 Develop replacement cycle plans and budgets for roofing, equipment, carpeting, paving, painting, etc.
- 4.4.2 Develop an analysis of the Operational Costs for Improvements & Life Cycle Costs for recommended improvements for Mechanical Systems (such as HVAC, Lighting, Etc.)
- 4.4.3 Review and update district safety program
- 4.4.4 Review guidelines and policies for building usage
- 4.4.5 Develop a comprehensive training program for district personnel for building systems and equipment

Goal #5: Financial

We will develop a plan that will financially maintain, support, and sustain the North Royalton City Schools' beliefs, vision, and mission.

1. Publicize, market, and educate the community regarding aspects of the district's budget and elements that impact financial status and promote fiscal responsibility.

- 5.1.1 Assess the current communication practices to gauge effectiveness and understanding within the community

- 5.1.2 Develop an effective communication plan to educate and inform the community based on the assessment (5.1.1)
- 5.1.3 Provide ongoing current information to the public regarding school finances using various sources
- 5.1.4 Community meetings to discuss financial status (SCENE)
- 5.1.5 Publicize the role and operation of the district's Financial Advisory Committee via updates to the community
- 5.1.6 Develop an easy to read financial document and/or presentation to communicate financial position and issues to the community
- 5.1.7 Solicit community input regarding financial issues and present information to community groups (Kiwans, Rotary, Chamber, Wards, etc.)
- 5.1.8 Formalize an email database of any resident/taxpayer interested in receiving information from the district for use of communicating key financial information and new development in statewide funding

2. Explore alternative funding sources and enhance business partnerships.

- 5.2.1 Explore a grant writer to assist us in acquiring grants
- 5.2.2 Seek grant opportunities that are available to NRCSD
- 5.2.3 Utilize support and coordinate groups to invest in district projects (booster organizations, PTA, Alumni, Stadium Foundation, etc.)
- 5.2.4 Pursue corporate sponsors for various projects/needs
- 5.2.5 Actively recruit business participation in the schools via financial support, product/talent donation, resource sharing, or other such services
- 5.2.6 Research and identify what other school districts with similar characteristics have successfully implemented regarding alternate funding

Goal #6: Collaboration

We will identify options to expand collaboration and professional development opportunities for all staff.

1. Develop a communication structure to create opportunities for professional development, collaboration, and consistent instruction.

- 6.1.1 Convene District Professional Development Committee
 - 6.1.1.a. Discussion and identification of consistency issues with instructional programming
 - 6.1.1.b. Design ways to increase collaboration time
 - 6.1.1.c. Use building level committees as a liaison to staff for building and District level opportunities
 - 6.1.1.d. Use technology to facilitate collaboration
- 6.1.2 Develop a Classified branch of Professional Development Committee
- 6.1.3 Develop web-based system for communicating professional development opportunities
- 6.1.4 Develop a process for reporting out post professional development
- 6.1.5 Develop a process to evaluate and weigh value of professional development opportunities
- 6.1.6 Examine the structure of building and district level committees