

KENT BOARD OF EDUCATION
FIVE-YEAR PLAN
2008-2013

Strategic Goals and Objectives

Climate/Culture/Safety

Goal 1: Improve communications about policies on climate, culture and safety with families, students, and community and school personnel.

Objective 1: Invite and involve parent groups annually to discuss goals, rules and building discipline policies that reflect the climate, culture and safety of our school.

Objective 2: Include students in the development and review of policies on climate, culture, and safety initiatives.

Objective 3: Improve sharing of health information with students, families, staff and community.

Goal 2: Extend district efforts in the creation, coordination, and promotion of the school wellness environment.

Objective 1: Strengthen communication, participation and efforts of the District Coordinated School Health Advisory Council.

Objective 2: Improve and expand students' healthy food choices.
Continue restricting access to foods with minimal nutritional value.

Objective 3: Investigate and implement initiatives that will increase the physical activity levels of students and staff.

Objective 4: Encourage greater involvement from students, staff, parents and community agencies in the evaluation and creation of programming for improving the school health and wellness environment.

Objective 5: Promote programs that have positive impact on school wellness.

Goal 3: Create comprehensive systems to assess and implement the delivery system and programming needs for climate, culture, wellness, and safety.

Objective 1: Review and update the results of the School-Health-Index Self Assessment.

Objective 2: Implement programs that encourage a climate that values and supports diversity.

Objective 3: Develop and implement a system and coordinated plan to improve the physical, social and mental well-being of all students.

Objective 4: Maintain a positive relationship among administrators, support staff, teachers and community (i.e., OAPSE/KEA/BOE).

Objective 5: Continue to implement programs that promote character education.

Goal 4: Form a district-wide safety and security committee to assess and promote the safety and security in each building.

Objective 1: Involve staff, safety forces, area agencies, and parents in this district committee.

Objective 2: Review and improve safety and security procedures for each building and for the district as a whole, including bus and transportation safety.

Objective 3: Conduct ongoing needs assessments of: students' safety needs, parents' safety issues, community's safety issues, and existing program of health and safety.

Objective 4: Present the safety and security plan to the Kent Board of education.

Objective 5: Annually review the plan.

Objective 6: Incorporate safety and crime prevention considerations when renovating or designing facilities.

Goal 5: Develop and implement an emergency preparedness plan.

Objective 1: Develop and implement a plan for health emergencies. (e.g., pandemic flu).

Objective 2: Develop and implement a plan for natural and man-made disasters.

Communications/Community Relations

Goal 1: Continue and expand efforts to communicate with-and obtain information from-our community.

- Objective 1: Expand outreach to all community members by inviting them to our buildings and meeting with them at other venues.
- Objective 2: Commit district efforts to implement small neighborhood information meetings in elementary buildings, Kent Kids' Expo, Portfolio Nights, Grandparents/Special People Days and at targeted community sites, Teacher-for-a-Day programs, and others.
- Objective 3: Continue to use a variety of media including but not limited to FOCUS newsletters, *Record-Courier* "Kent School Talk," parent newsletters, message board, newspaper articles and electronic communication to communicate with all stakeholders.
- Objective 4: Gather information from community members about their concerns on an ongoing basis. Conduct informal surveys at events, games, concerts and more formal written and telephone surveys.
- Objective 5: Coordinate and facilitate school and community events and relationships through networking and outreach.

Goal 2: Expand and upgrade Website as a primary but not the only method of timely, accurate, and thorough communication with all stakeholders.

- Objective 1: Budget for expansion and maintenance of the Website and consider adding Technology Coordinator/Teacher Coach position.
- Objective 2: Require teachers, staff and administrators to utilize Website resources, including Progress Book and e-mail, as part of their daily protocol to communicate with and respond to parents, and the public, as appropriate.

Curriculum/Programs

Goal 1: Broaden efforts to prepare students for the global economy.

- Objective 1: Pursue earlier introduction of foreign languages (elementary school).

Objective 2: Expand foreign language offerings (middle school and high school).

Objective 3: Sustain district commitment to technology training (for staff and students).

Objective 4: Investigate the possibility of adding a consumer science/economics requirement for graduation.

Goal 2: Enhance opportunities for specialization to meet the needs of all learners.

Objective 1: Provide flexibility for students to learn at individual rates (flexible grouping within the classrooms).

Objective 2: Implement schedules that allow team-teaching to provide students access to specialized instruction at all levels.

Objective 3: Expand teacher-training opportunities to create a more consistent approach to differentiation across the district.

Goal 3: Improve current work on using a variety of assessment tools for identification of student strengths/weaknesses and communicating results to parents and community.

Objective 1: Expand efforts throughout the district to develop grade level common assessments based on Ohio Academic Content Standards (OACS).

Objective 2: Develop alternative, classroom-based assessments (i.e., portfolios) to be shared with parents and community members.

Goal 4: Create learning environments that foster and nurture creativity, innovation, and global competency.

Objective 1: Stress individual independence, financial independence, and innovation through integrative programs such as Expeditionary Academy and Bridges Academy.

Objective 2: Create a system in which students uncover their individual strengths, and create a curriculum and goals that build on the strengths.

Facilities

Goal 1: Continue efforts to maintain investment in our buildings.

Objective 1: Analyze cost of maintenance for each building over the last few years, and evaluate the adequacy of budget amounts.

Objective 2: Conduct a needs assessment for each building and its outdoor athletic/playground facilities.

Goal 2: Explore options for renovating or replacing district facilities to meet the needs of the 21st century.

Objective 1: Update construction and/or renovation needs and their costs, based on condition and age (e.g., Franklin) of each building.

Objective 2: Work with the Ohio School Facilities Commission to explore possible state construction funding sources.

Objective 3: Conduct an assessment of community support.

Goal 3: Expand the facilities at Roosevelt to meet 21st century needs.

Objective 1: Conduct a needs assessment to examine how the facility would be used.

Objective 2: Form a committee to identify possible public and private funding sources (e.g., Ohio School Facilities Commission, private donors, etc.).

Objective 3: Conduct a survey to explore the need and support expressed by stakeholders.

Objective 4: Identify what steps are necessary for studying the expansion of indoor athletic facilities at Roosevelt High School-- along with modernizing additional restroom and classroom space.

Goal 4: Improve pedestrian and vehicular safety at all schools.

Objective 1: Form a committee to study current traffic flow at the high school, middle school and elementary buildings.

Objective 2: Explore alternatives to the current traffic flow on school campuses.

Finance

Goal 1: Ensure adequate operating revenue to support the Kent City School District.

Objective 1: Continue to sustain the District's commitment to stable school funding through financial planning and efficient management of the operating budget.

Objective 2: Evaluate the pros and cons of collecting co-curricular and workbook fees.

Objective 3: Explore additional alternative funding sources to support the financial operation of the District, such as grant opportunities, in-kind services, or joint funding projects.

Objective 4: Expand financial resources through donations to the Kent City Schools Foundation.

Objective 5: Consider establishing an alumni association to sustain support from district graduates.

Goal 2: Maintain high level of community's financial support of the District.

Objective 1: Consider expanding online fee payment options.

Objective 2: Provide ongoing education to the community about the challenges of school finance.

Objective 3: Continue to communicate ways that the District is fiscally responsible.

Goal 3: Sustain district commitment to the annual Permanent Improvement (PI) transfer.

Objective 1: Consider increasing the amount of the annual transfer from the General Fund to the Permanent Improvement Fund, in order to maintain district facilities.

Objective 2: Study impact of an increase on the five-year forecast.

Goal 4: Provide financing projections for recommended improvements in the Strategic Plan.

Objective 1: Coordinate the impact of Strategic Plan directions with the need for fiscal responsibility.

Staff Development/Personnel

Goal 1: Sustain the district commitment to recruiting, hiring, and retaining excellent staff.

Objective 1: Study the effective use of an on-line pre-interview screening tool for new applicants.

Objective 2: Continue using a structured interview process for first round interviews.

Objective 3: Develop a second-tier teacher interview process consistent with Praxis framework.

Objective 4: Continue to financially support extensive recruiting efforts.

Objective 5: Continue to develop strategies to recruit teachers and staff with diverse backgrounds.

Goal 2: Extend district efforts in providing research-based professional development in differentiated instruction (Pre-K through 12).

Objective 1: Investigate approaches to determine teacher professional development needs in the area of differentiated instruction.

Objective 2: Examine creative structural approaches to make teacher-driven professional development in differentiated instruction accessible on an on-going basis.

Objective 3: Give financial priority to professional development in differentiated instruction.

Goal 3: Extend district efforts in providing research-based professional development in teacher/student relationship development and rapport building (Pre-K through 12).

Objective 1: Investigate approaches to determine teacher professional development needs in the area of relationship development and rapport building.

Objective 2: Examine creative structural approaches to make teacher-

driven professional development in relationship development and rapport building accessible on an ongoing basis.

Objective 3: Give financial priority to professional development in relationship development and rapport building.

Goal 4: Extend district efforts in providing research-based professional development in using technology for meaningful instruction (Pre-K through 12).

Objective 1: Investigate approaches to determine teacher professional development needs in the area of using technology for meaningful instruction.

Objective 2: Examine creative structural approaches to make teacher-driven professional development in using technology for meaningful instruction accessible on an on-going basis.

Objective 3: Give financial priority to professional development in using technology for meaningful instruction.

Goal 5: Explore the potential of improving the bus environment.

Objective 1: Study and implement professional development for bus drivers focused on positive bus culture and research-based student management techniques.

Objective 2: Study the possibility of increasing recruitment efforts for new bus drivers.

Technology

Goal 1: Expand staff development in technology (e.g., curricular, administrative, communicative uses of technology, etc.).

Objective 1: Reprise the academy for teachers (i.e., teachers instructing teachers); and provide other professional development opportunities. Emphasize the use of Smart Boards, virtual learning tools, classrooms, electronic textbooks, screen and pod-casting, distance learning and Web 2.0 productivity tools to simulate technical work experiences (e.g., medical, business, space, marine biology.)

Objective 2: Assist teachers with individual teacher tech coaches to better utilize technology in an integrated environment and to emphasize skills needed in higher education, business, and globalization.

Objective 3: Enhance effectiveness of inservice by considering time, compensation, and other incentives to encourage participation.

Objective 4: Reinforce/expand on-site technology support personnel for instructional, administrative and guidance purposes.

Objective 5: Revisit specific policies and procedures, and assure that all Kent employees are knowledgeable of and consistently monitor policies and procedures.

Objective 6: Utilize building technology committees; committee chairs should communicate as needed to provide consistency.

Objective 7: Consider the purchase of different types of technologies, not just computers

Goal 2: Effectively integrate technology into our curriculum to improve instructional design and to enhance instruction.

Objective 1: Utilize technology within curricular areas to help teach basic math, reading, and writing skills.

Objective 2: Utilize technology to remediate and to enrich instruction.

Objective 3: Explore curricular options for specialized technology instruction (career technology programs) and technology service projects.

Objective 4: Get students involved in how we learn/teach with technology (e.g., Technical Work Experience student workers could serve as technology coaches).

Objective 5: Collaborate with KSU departments to provide technology interns who could assist Kent teachers/students and provide real-life experiences for KSU students (this could lead to more utilization of KSU facilities).

Objective 6: Promote/integrate the ability to think critically/to problem-solve/to develop communication skills so students learn about what is needed to succeed in higher education and the workplace.

Objective 7: Develop grant-writing initiative for technology; survey teachers working on advanced degrees to determine if grant writing could be incorporated into their course work/projects.

Objective 8: Continue to provide financial support for technology in the areas of hardware, accessories, maintenance and repair, tech support, and personnel.

Goal 3: Provide more options to access technology that serves students, parents, community members who do not have access to computer technology.

Objective 1: Open computer lab with extended after school and evening hours. Use KSU students/interns, parents, and volunteers to serve as lab assistants. This would be helpful for students and community members could learn/use also.

Objective 2: Provide Saturday classes and summer programs linked to KSU.

Goal 4: Update school Website pages regularly.

Objective 1: Incorporate updates with the help of designated/trained students, technology class, Kent employees.

Objective 2: Utilize Web pages so parents/community members can access all school's newsletters in a timely manner.

Objective 3: Encourage/provide time for teachers to keep current blogs and on-line grade postings.