



*Struthers City Schools  
Strategic Plan 2018 – 2023*

Wildcat 360

## **Introduction**

Welcome to Wildcat 360. The Struthers Board of Education, Administration, and Wildcat 360 Committee, have joined in this effort to provide a clear framework through which the Struthers City School District and Struthers community as a whole, will provide a complete education for its students for years to come. By refining our mission, beliefs, and vision, and defining and prioritizing our goals, Wildcat 360 will provide the tools to develop well-rounded individuals, with maturity and vision, equipped with the knowledge necessary for success.

## **Struthers City School District Vision Statement**

Struthers City Schools, raising expectations through innovation and collaboration.

## **Struthers City School District Mission Statement**

Struthers City Schools will serve our community by offering rigorous, diverse and quality learning opportunities while developing the abilities of each child so they become independent, life-long learners who positively impact society.

## **Struthers City School District Belief Statements**

1. We believe that Struthers City School District and our partners must promote creativity, self-expression and individuality by connecting today's experiences with tomorrow's opportunities.
2. We believe that the Struthers City School District must provide a clean, safe and secure environment where students are empowered and feel valued and respected.
3. We believe that all students should have equal access to a high quality education with a rigorous curriculum, state of the art technology and facilities and challenging instructional practices to prepare them for diverse career path choices.
4. We believe that the Struthers City School District must encourage students to embrace the opportunities and challenges in their journey to self-fulfillment.
5. We believe that the Struthers City School District should encourage students to participate in a variety of activities that will prepare students for life by meeting their social, emotional, physical and academic needs and help them become productive members of society.
6. We believe that the Struthers City School District must encourage students to see themselves as capable and self-sufficient learners who can impact the world.
7. We believe that academic success can only be achieved when a partnership between home, school and community exists that encourages two-way communication and collaboration and focuses on developing student success.

## GOAL 1 – Achievement

**Goal Statement:** By 2023, Struthers City Schools will increase academic achievement for all students as measured by exceeding state averages on achievement tests, closing achievement gaps and ensuring students are college and career ready at graduation.

**Strategy 1.1 – By designing aligned instruction on curriculum maps, delivering engaging instruction in all classrooms and reflecting on results of instruction in OIP meetings, educators will continuously document academic progress in all students.**

| Action |  | Data Points  | Person/Group Responsible   | Resources Needed  | Timeline   |
|--------|--|--|--|---|--|
| 1.1.1  | Use short cycle assessments aligned to State Standard to monitor growth                  | <ul style="list-style-type: none"> <li>Assessment results</li> <li>TBT notes</li> </ul>  | <ul style="list-style-type: none"> <li>Principals</li> <li>Teachers</li> </ul>   | <ul style="list-style-type: none"> <li>Curriculum</li> <li>Scheduled TBTs</li> <li>Time/Technology</li> <li>ESC/OIP Support</li> </ul>  | <ul style="list-style-type: none"> <li>Bi-weekly</li> </ul>  |
| 1.1.2  | Align Curriculum to State Standard   | <ul style="list-style-type: none"> <li>Curriculum maps</li> </ul>  | <ul style="list-style-type: none"> <li>Principals</li> <li>Teachers</li> </ul>   | <ul style="list-style-type: none"> <li>Staff meetings</li> <li>Team meetings</li> <li>Mapping Resources/Tools</li> </ul>  | <ul style="list-style-type: none"> <li>Ongoing</li> <li>Complete 2021</li> </ul>   |
| 1.1.3  | Provide on-going embedded Professional Development to support the delivery of Curriculum | <ul style="list-style-type: none"> <li>Meeting schedule</li> <li>Agendas</li> <li>Data collected for Striving Readers Grant</li> <li>Staff Survey</li> </ul> | <ul style="list-style-type: none"> <li>Principals</li> <li>Teachers</li> <li>ESC Consultants</li> <li>SSTr5</li> <li>PD presenters</li> </ul>            | <ul style="list-style-type: none"> <li>Time to engage in PD</li> <li>Access to substitute teachers/coverage</li> <li>Title funding</li> <li>Grant funding</li> </ul>  | <ul style="list-style-type: none"> <li>Annual plan/review</li> <li>Quarterly for district</li> <li>Ongoing for grant</li> </ul>                  |
| 1.1.4  | Monitor student growth and engagement to influence instructional decisions               | <ul style="list-style-type: none"> <li>Data/Notes from TBTs</li> <li>Instructional Strategies attempted/planned</li> <li>Walkthroughs</li> </ul>             | <ul style="list-style-type: none"> <li>Principals</li> <li>Teachers</li> <li>Students</li> </ul>   | <ul style="list-style-type: none"> <li>TBT</li> <li>Progress monitoring tools</li> <li>Hattie/Marzano Instructional practices</li> <li>Content specific strategies</li> <li>Professional Development</li> </ul> | <ul style="list-style-type: none"> <li>Bi-weekly</li> </ul>  |
| 1.1.5  | Strengthen TBT/BLT/DLT data analysis to impact teacher effectiveness and student growth  | <ul style="list-style-type: none"> <li>Short Cycle assessment results</li> <li>Achievement test results</li> <li>DLT/BLT/TBT notes</li> </ul>                | <ul style="list-style-type: none"> <li>Superintendent</li> <li>Principals</li> <li>Teachers</li> <li>ESC Consultants</li> <li>OIP Consultants</li> </ul> | <ul style="list-style-type: none"> <li>OIP Supports</li> <li>SSTr5 Supports</li> <li>Common planning time</li> <li>Release time</li> </ul>  | <ul style="list-style-type: none"> <li>DLT Monthly</li> <li>BLT Monthly</li> <li>TBT Biweekly</li> <li>Annual achievement data review</li> </ul> |

### Performance Measures:

- Test scores
- Meeting notes
- Curriculum maps
- OIP data including reflection
- Grant documentation

**Strategy 1.2 – Struthers City Schools will increase exposure to college and career opportunities to inform and prepare students for success.**

| Action |  | Data Points  | Person/Group Responsible   | Resources Needed  | Timeline   |
|--------|--|--|--|---|--|
| 1.2.1  | Partner with community and corporate stakeholders to provide shadowing and mentorships           | <ul style="list-style-type: none"> <li>Documentation of visits and benefit of students</li> </ul>  | <ul style="list-style-type: none"> <li>Business Advisory Council (BAC)</li> <li>Central office</li> <li>Principals</li> <li>Guidance Counselors</li> <li>Mahoning Valley Prepared for Success (MCPS) Counselors</li> </ul> | <ul style="list-style-type: none"> <li>A list of willing community resources who would be willing to host students</li> <li>Junior Achievement partnership</li> </ul> | <ul style="list-style-type: none"> <li>Develop partnerships 18-19</li> <li>75% of kids who have an experience of shadowing in 19-20</li> </ul> |
| 1.2.2  | Develop military/career explorations opportunities   | <ul style="list-style-type: none"> <li>Student Survey Results</li> <li>Lesson Plans</li> </ul>   | <ul style="list-style-type: none"> <li>Entrepreneurship class</li> <li>Teachers</li> <li>Guidance Counselors</li> </ul>  | <ul style="list-style-type: none"> <li>Ohio Means Jobs website</li> <li>Purple Heart School Resources</li> </ul>  | <ul style="list-style-type: none"> <li>Annually</li> </ul>   |
| 1.2.3  | Develop college recruitment nights to inform students about class choice and majors/career paths | <ul style="list-style-type: none"> <li>College night Program</li> <li>Schedule of Colleges who visit</li> <li>List of kids who go on college visits</li> </ul> | <ul style="list-style-type: none"> <li>Principals</li> <li>Guidance Counselors</li> <li>Students in grade 11/12</li> </ul>   | <ul style="list-style-type: none"> <li>Contacts to colleges and universities</li> <li>Location to hold college meetings</li> </ul>                                    | <ul style="list-style-type: none"> <li>Annually</li> </ul>   |

**Performance Measures:**

- Complete Portrait of a Graduate
- Survey of students of graduation: Enrolled, Enlisted, or Employed.
- Chart increased points of contacts for students to colleges, employers, schools or job training each year.

## GOAL 2 Engagement

**Goal Statement:** Struthers City Schools will develop opportunities to engage students' creativity, self-expression and individuality in extracurricular and co-curricular activities to promote social, emotional, physical and academic development.

**Strategy 2.1 – Struthers will inventory, monitor and evaluate the selection of and participation in extracurricular and co-curricular activities for students to increase engagement in the school community.**

| Action |   | Data Points  | Person/Group Responsible   | Resources Needed  | Timeline  |
|--------|---|--|--|---|---|
| 2.1.1  | Create a list of activities offered                 | <ul style="list-style-type: none"> <li>List of SES activities</li> <li>List of SMS activities</li> <li>List of SHS activities</li> </ul> | <ul style="list-style-type: none"> <li>Principals</li> <li>Teachers</li> <li>Coaches</li> <li>Advisors</li> <li>PTA</li> <li>Dept. Heads</li> </ul>                    | <ul style="list-style-type: none"> <li>Teacher Surveys</li> <li>Student Survey</li> <li>Current list</li> </ul> | <ul style="list-style-type: none"> <li>Annually</li> </ul>                                |
| 2.1.2  | Monitor enrollment                                  | <ul style="list-style-type: none"> <li>Sign in sheets</li> <li>Rosters</li> </ul>  | <ul style="list-style-type: none"> <li>Principals</li> <li>Teachers</li> <li>Coaches</li> <li>Advisors</li> <li>PTA</li> <li>Dept. Heads</li> </ul>                    | <ul style="list-style-type: none"> <li>Attendance Sheets</li> </ul>   | <ul style="list-style-type: none"> <li>Ongoing</li> <li>Quarterly</li> </ul>              |
| 2.1.3  | Analyze and revise policy regarding eligibility     | <ul style="list-style-type: none"> <li>Handbooks</li> </ul>  | <ul style="list-style-type: none"> <li>Principals</li> <li>Handbook Committee</li> <li>Superintendent</li> <li>Board of Education</li> <li>Policy Committee</li> </ul> | <ul style="list-style-type: none"> <li>Policy</li> <li>Time to meet</li> </ul>                                  | <ul style="list-style-type: none"> <li>Annually</li> </ul>                                |
| 2.1.4  | Evaluate offerings and adjust to meet student needs | <ul style="list-style-type: none"> <li>Attendance Sheets</li> <li>Revisions planned</li> </ul>   | <ul style="list-style-type: none"> <li>Principals</li> <li>Teachers</li> <li>Superintendent</li> <li>Advisors</li> <li>Students</li> </ul>                             | <ul style="list-style-type: none"> <li>Advisors</li> <li>Funding</li> <li>Time to collaborate</li> </ul>        | <ul style="list-style-type: none"> <li>Adjust Annually</li> <li>Revise Ongoing</li> </ul> |

### Performance Measures:

- Number of students attending and participating in extracurricular and co-curricular activities each quarter.
- Number of clubs/activities offered.
- Student input/Survey results

## GOAL 3-Fiscal and Facilities

**Goal Statement:** By 2023, Struthers City Schools will continue to assure fiscal responsibility and stability while maintaining and enhancing district facilities.

### Strategy 2.1 – Maintain and communicate an accurate five-year forecast to stakeholders within the district.

| Action |  | Data Points  | Person/Group Responsible  | Resources Needed  | Timeline   |
|--------|--|--|---|---|--|
| 3.1.1  | Project accurate revenues.   | <ul style="list-style-type: none"> <li>Student enrollment</li> <li>DASL/EMIS Figures</li> <li>Title/State and Tax Funding</li> </ul> | <ul style="list-style-type: none"> <li>Board of Education</li> <li>Treasurer</li> <li>Superintendent</li> </ul>                   | <ul style="list-style-type: none"> <li>ODE website</li> <li>Accounting software/programs</li> <li>Mahoning County Auditor website</li> <li>EMIS data reporting</li> </ul> | <ul style="list-style-type: none"> <li>Ongoing</li> </ul>              |
| 3.1.2  | Properly allocate fund expenditures.   | <ul style="list-style-type: none"> <li>CCIP</li> </ul>   | <ul style="list-style-type: none"> <li>Treasurer</li> </ul>   | <ul style="list-style-type: none"> <li>ODE Consultant</li> <li>EMIS data reporting</li> </ul>   | <ul style="list-style-type: none"> <li>Ongoing</li> </ul>              |
| 3.1.3  | Hold quarterly meetings with department heads and finance committee to maintain an accurate five year forecast | <ul style="list-style-type: none"> <li>Agendas</li> <li>Minutes</li> <li>Expenditure reports (estimated v. actual)</li> </ul>        | <ul style="list-style-type: none"> <li>Treasurer</li> <li>Superintendent</li> <li>Department Heads</li> </ul>                     | <ul style="list-style-type: none"> <li>Schedule of meetings</li> <li>Facilities needs updates</li> <li>Personnel needs/excesses updates</li> </ul>                        | <ul style="list-style-type: none"> <li>Quarterly</li> </ul>            |
| 3.1.4  | Continue to seek additional revenue sources, including grants and investment opportunities                     | <ul style="list-style-type: none"> <li>Reports of grants explored</li> </ul>   | <ul style="list-style-type: none"> <li>Treasurer</li> <li>Superintendent</li> </ul>   | <ul style="list-style-type: none"> <li>Committee</li> <li>Meeting Schedule</li> </ul>   | <ul style="list-style-type: none"> <li>Ongoing</li> </ul>              |
| 3.1.5  | Monitoring and reducing costs  | <ul style="list-style-type: none"> <li>Invoices</li> <li>Fund balances</li> <li>Purchase orders</li> </ul>                           | <ul style="list-style-type: none"> <li>Treasurer</li> <li>Superintendent</li> <li>Department Heads</li> <li>Principals</li> </ul> | <ul style="list-style-type: none"> <li>Shared service agreements</li> <li>Consortiums</li> <li>Group purchasing agents</li> </ul>   | <ul style="list-style-type: none"> <li>Ongoing</li> </ul>              |
| 3.1.6  | Maintain accurate EMIS reporting data  | <ul style="list-style-type: none"> <li>DASL reports</li> </ul>   | <ul style="list-style-type: none"> <li>Principals</li> <li>District secretary</li> <li>EMIS secretary</li> </ul>                  | <ul style="list-style-type: none"> <li>Record-keeping</li> </ul>  | <ul style="list-style-type: none"> <li>Per reporting cycles</li> </ul> |

#### Performance Measures:

- Five year forecast
- Auditor reports
- Enrollment
- Revenue Streams

**Strategy 3.2 – Struthers City Schools will maintain and enhance district facilities.**

| Action |   | Data Points  | Person/Group Responsible  | Resources Needed  | Timeline  |
|--------|---|--|---|---|---|
| 3.2.1  | Long range planning for facilities maintenance and upgrades | <ul style="list-style-type: none"> <li>• Transportation fleet data</li> <li>• Life span data of facilities/technology etc.</li> <li>• Maintenance records</li> </ul> | <ul style="list-style-type: none"> <li>• Board of Education</li> <li>• Treasurer</li> <li>• Superintendent</li> <li>• Department Heads</li> <li>• Principals</li> </ul> | <ul style="list-style-type: none"> <li>• Accurate record keeping</li> <li>• Meetings schedule</li> <li>• Upcoming needs</li> <li>• Preventative Maintenance schedule</li> </ul> | <ul style="list-style-type: none"> <li>• Ongoing with 10 year projection</li> </ul> |
| 3.2.2  | Develop a prioritized list of capital improvement projects  | <ul style="list-style-type: none"> <li>• Input from stakeholders</li> </ul>  | <ul style="list-style-type: none"> <li>• Board of Education</li> <li>• Treasurer</li> <li>• Superintendent</li> <li>• Department Heads</li> <li>• Principals</li> </ul> | <ul style="list-style-type: none"> <li>• A maintained listed of needs.</li> <li>• Development of a Permanent Improvement Fund</li> </ul>  | <ul style="list-style-type: none"> <li>• Ongoing</li> </ul>                         |
| 3.2.3  | Identify and raise funds                                    | <ul style="list-style-type: none"> <li>• Account balance</li> </ul>  | <ul style="list-style-type: none"> <li>• Board of Education</li> <li>• Treasurer</li> <li>• Superintendent</li> <li>• Department Heads</li> <li>• Principals</li> </ul> | <ul style="list-style-type: none"> <li>• Funds</li> <li>• Grants</li> <li>• Partnerships</li> <li>• Committee</li> <li>• Community members</li> </ul>                           | <ul style="list-style-type: none"> <li>• Ongoing</li> </ul>                         |

**Performance Measures:**

- Five-year forecast
- Annual Auditor Reports
- Fund Balances
- Facilities records
- Passing all facilities maintenance inspections



## GOAL 4-Climate and Culture

**Goal Statement:** Struthers City Schools will foster a safe and secure environment in which the school community is empowered, valued and respected.

**Strategy 4.1 – Struthers City Schools will promote an environment of well-being through support and services to each individual.**

| Action |   | Data Points   | Person/Group Responsible  | Resources Needed  | Timeline   |
|--------|---|---|---|---|--|
| 4.1.1  | Implement orientation programs to incoming fifth-grade and freshman students and continue with activities throughout the year | <ul style="list-style-type: none"> <li>• WEB/LINK training</li> <li>• WEB/LINK activities</li> <li>• Attendance</li> <li>• Web/Link Alerts</li> </ul> | <ul style="list-style-type: none"> <li>• WEB/LINK Leaders</li> <li>• Student leaders</li> <li>• Teachers</li> <li>• Principals</li> <li>• Guidance Counselors</li> <li>• Treasurer</li> <li>• Federal Programs Coordinator</li> </ul> | <ul style="list-style-type: none"> <li>• Attendance at Training</li> <li>• Boomerang</li> <li>• Supplies</li> <li>• Funding Title IV</li> </ul>   | <ul style="list-style-type: none"> <li>• Ongoing at TBTs</li> </ul>                          |
| 4.1.2  | Implement the PBIS model within our schools   | <ul style="list-style-type: none"> <li>• Strategies</li> <li>• Discipline Data</li> <li>• Attendance Data</li> <li>• Reward system</li> </ul>         | <ul style="list-style-type: none"> <li>• Principals</li> <li>• Teachers</li> <li>• Paraprofessionals</li> <li>• Students</li> <li>• Parents</li> </ul>  | <ul style="list-style-type: none"> <li>• Rewards</li> <li>• PBIS Plan</li> <li>• Professional Development</li> <li>• Time to meet</li> <li>• SAS Survey</li> <li>• Data points</li> <li>• Tiered Fidelity Data</li> </ul> | <ul style="list-style-type: none"> <li>• Monthly</li> <li>• Ongoing</li> </ul>               |
| 4.1.3  | Work with counseling services to provide support to our students  | <ul style="list-style-type: none"> <li>• Contracts</li> <li>• Referrals</li> <li>• Schedules</li> </ul>   | <ul style="list-style-type: none"> <li>• Principals</li> <li>• Guidance Counselors</li> <li>• Outside agencies</li> <li>• Parents</li> </ul>  | <ul style="list-style-type: none"> <li>• Office Space</li> <li>• Community Support</li> </ul>   | <ul style="list-style-type: none"> <li>• Ongoing</li> </ul>                                  |
| 4.1.4  | Identify and provide support to students who are at-risk  | <ul style="list-style-type: none"> <li>• Attendance</li> <li>• Referrals</li> <li>• Rosters</li> </ul>  | <ul style="list-style-type: none"> <li>• Treasurer</li> <li>• Superintendent</li> <li>• SRO/Resource officers</li> <li>• Principals</li> <li>• EWS Partners/Volunteers</li> </ul>   | <ul style="list-style-type: none"> <li>• Meeting Space</li> <li>• Meeting Schedule</li> <li>• Volunteers</li> <li>• Time</li> </ul>   | <ul style="list-style-type: none"> <li>• Ongoing</li> </ul>                                  |
| 4.1.5  | Connect Community/civic partnerships with the school district   | <ul style="list-style-type: none"> <li>• List of potential partnerships</li> <li>• List of potential opportunities</li> </ul>                         | <ul style="list-style-type: none"> <li>• Treasurer</li> <li>• Superintendent</li> <li>• Advisors</li> <li>• Principals</li> <li>• Counselors</li> </ul>   | <ul style="list-style-type: none"> <li>• FCA</li> <li>• Rotary</li> <li>• Shop with Cop</li> <li>• Struthers Foundation</li> <li>• Counseling partner</li> <li>• JJC partners</li> <li>• PTA</li> </ul>                   | <ul style="list-style-type: none"> <li>• Ongoing</li> </ul>                                  |
| 4.6    | Share IMPACT Solutions with staff members   | <ul style="list-style-type: none"> <li>• Email from Anthem</li> </ul>   | <ul style="list-style-type: none"> <li>• Central office</li> <li>• Teachers</li> </ul>  | <ul style="list-style-type: none"> <li>• Insurance company</li> </ul>   | <ul style="list-style-type: none"> <li>• Sent monthly</li> <li>• Confidential use</li> </ul> |

**Performance Measures:**

- Discipline referrals
- Attendance Data
- Participation data
- Parent feedback
- Community feedback

**Strategy 4.2 – Struthers City Schools will provide clean, safe and secure facilities.**

| Action |  | Data Points   | Person/Group Responsible   | Resources Needed  | Timeline  |
|--------|--|---|--|---|---|
| 4.2.1  | Review current policy, drills and practices for compliance and effectiveness | <ul style="list-style-type: none"> <li>• Required State inspections</li> <li>• Drill Reports</li> <li>• Safety Plan</li> <li>• Insurance Assessment</li> </ul>  | <ul style="list-style-type: none"> <li>• Board of Education</li> <li>• Treasurer</li> <li>• Superintendent</li> <li>• Building and Grounds</li> <li>• Principals</li> <li>• Teachers</li> <li>• Fire Chief</li> <li>• Police Chief</li> <li>• Safety and Security Committee</li> <li>• Transportation Dept.</li> </ul> | <ul style="list-style-type: none"> <li>• Accurate record keeping</li> <li>• Drill schedule</li> <li>• Preventative Maintenance schedule</li> <li>• Policy Updates</li> <li>• First Responders</li> <li>• Funding</li> </ul> | <ul style="list-style-type: none"> <li>• Ongoing</li> </ul> |
| 4.2.2  | Monitor and communicate through technology                                   | <ul style="list-style-type: none"> <li>• Cameras</li> <li>• Computers/servers</li> <li>• Programs to record info</li> <li>• Tip Line calls/texts</li> <li>• Securely email alerts</li> <li>• All Calls</li> </ul> | <ul style="list-style-type: none"> <li>• Board of Education</li> <li>• Treasurer</li> <li>• Superintendent</li> <li>• Principals</li> <li>• Technology director</li> <li>• Diversion officer</li> <li>• Buildings and Grounds</li> </ul>   | <ul style="list-style-type: none"> <li>• .Funding</li> <li>• Technology</li> <li>• Training</li> </ul>  | <ul style="list-style-type: none"> <li>• Ongoing</li> </ul> |
| 4.2.3  | Effectively employ personnel to maintain a safe environment                  | <ul style="list-style-type: none"> <li>• SRO Schedule</li> <li>• Extracurricular coverage</li> </ul>  | <ul style="list-style-type: none"> <li>• Board of Education</li> <li>• Treasurer</li> <li>• Superintendent</li> <li>• Principals</li> <li>• Athletic Director</li> </ul>   | <ul style="list-style-type: none"> <li>• Funding</li> <li>• Schedule of Events</li> </ul>   | <ul style="list-style-type: none"> <li>• Ongoing</li> </ul> |

**Performance Measures:**

- Facilities records
- Passing all facilities maintenance inspections