



Green Local School District

STRATEGIC PLAN

2021-2026

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Eydie Snowberger – Treasurer

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BUILDING LEADERS

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Jeff Wells – Green Middle School

Mark Booth – Green Intermediate School

Krista Seals – Green Primary School

Scott Shank – Greenwood Early Learning

BULLDOG  **STRONG**

 **BE SAFE**  **BE KIND**  **BE RESPONSIBLE**

Goal #1

Academic Achievement



Prioritize the district's long-running philosophy of educating and meeting the unique needs of every learner. Prepare students for the future by having a greater integration of rigorous academic content with deeper learning skills through a variety of engaging experiences, environments, and relationships.

Goal #1

Objectives

01 Establish systems, procedures and policies that consistently deliver curriculum from classroom to classroom; establish effective vertical/horizontal integration of K-12 curriculum.

ACTION STEPS	TIMEFRAME
Implement literacy instruction plan with fidelity	Aug 21
Audit curriculum maps and common assessment process	Aug 21
Develop technology plan in accordance with best practices to enhance instruction	Aug 21
Report recommendations for improvement and implement recommendations	Aug 21
Measure success	Aug 21

02 Provide continuing professional development opportunities aimed at advancing from traditional teaching practices; establish district-wide standards for best-practice instructional methods; effectively utilize technology as a creation tool.

ACTION STEPS	TIMEFRAME
Employ the OIP to regularly analyze student data, plan for instruction, and engage in collaborative decision making	Aug 21
Audit current professional development plan; establish comprehensive plan for the future	Aug 21
Ensure professional development plan aligns with instructional needs for students	Aug 21
Report recommendations for improvement	Aug 21
Measure success	Aug 21

Goal #1

Objectives

03 Create a district learner profile which describes and assigns student competencies/skills that are most essential for success in a 21st century economy; purposefully embed essential life skills into daily curriculum and instruction.

ACTION STEPS	TIMEFRAME
Engage community stakeholders to create district learner profile	Jan 22
Utilize learner profile as decision making framework	Jan 22
Report recommendations for improvement	Jan 22
Measure success	Jan 22

04 Align district expectations for homework and grading; establish homework assignments and grading practices that advance student understanding.

ACTION STEPS	TIMEFRAME
Audit current homework and grading practices district-wide	Aug 21
Establish best practice expectations; implement expectations	Aug 21
Report recommendations for improvement	Aug 21
Measure success	Aug 21

Goal #1

Objectives

05

Offer student programming options that are current and focus on best practices for student engagement and learning.

ACTION STEPS	TIMEFRAME
Establish committee to review student programming options	Aug 22/ May 23
Track and monitor trends in programming needs and enrollment	Aug 22/ May 23
Report recommendations for improvement	Aug 22/ May 23
Measure success	Aug 22/ May 23

Goal #2

Facilities/Safety & Security



Provide and maintain facilities that are functional, safe and welcoming. Make strategic decisions with assets and property that align with district needs and community feedback.

Goal #2

Objectives

01 Utilize community engagement and available professional resources to develop a master facilities plan; provide facilities that maximize student interaction, engagement and learning; forecast potential community growth and its effect on district facilities.

ACTION STEPS	TIMEFRAME
Engage district consultant(s) to provide expert opinion on master facilities planning process	Jun 21
Incorporate community stakeholder feedback into master facilities planning process	Jun 21
Report recommendations; implement recommendations	Jun 21
Measure success	Jun 21

02 Create and implement an equipment replacement and maintenance schedule for all buildings.

ACTION STEPS	TIMEFRAME
Identify and audit current equipment and maintenance needs	Sept 21
Create a schedule based on available finances and priorities	Sept 21
Report recommendations for improvement; implement recommendations	Sept 21
Measure success	Sept 21

Goal #2

Objectives

03 Review physical security and crisis response throughout the district; promote consistent application of security protocol/procedures for district buildings and district events.

ACTION STEPS	TIMEFRAME
Continue to hold security meetings with first responders and other stakeholders	Aug 22
Engage in district-wide crisis response discussions to evaluate procedures	Aug 22
Report recommendations for improvement; implement recommendations	Aug 22
Measure success	Aug 22

04 Explore green initiatives to utilize within existing and/or future district facilities.

ACTION STEPS	TIMEFRAME
Integrate student and community groups to execute and advance “green” projects	Jun 23
Consider district projects for recycling, LED lights, and energy efficient buildings	Jun 23
Report recommendations for improvement; implement recommendations	Jun 23
Measure success	Jun 23

Goal #3

Climate/Culture/Wellness



Foster safe and inclusive environments that are accepting and respectful to all students, families, community members, staff members and visitors.

Goal #3

Objective

01 Identify systems and processes to increase student ease and access to school counselors and mental health professionals; consistently promote available resources to students and parents.

ACTION STEPS	TIMEFRAME
Create a visual framework to represent available resources/support systems	Jun 22
Ensure tiered supports are directly linked to student needs and professional availability	Jun 22
Implement recommendations for improvement	Jun 22
Measure success	Jun 22

02 Engage the district committee created to study challenging student behaviors/risk factors and classroom impact; remain proactive in providing resources and training to assist staff and students who face difficult challenges and circumstances.

ACTION STEPS	TIMEFRAME
Analyze social, emotional, and behavioral data	Jun 24
Refining and expanding upon social emotional learning curriculum	Jun 24
Provide professional development on social emotional and behavioral strategies	Jun 24
Measure success	Jun 24

Goal #3

Objective

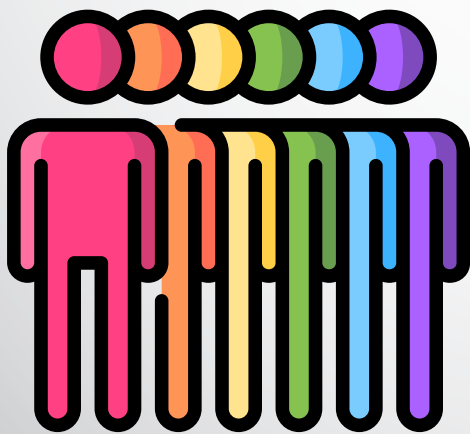
03

Implement a balanced approach to whole-child development (academic achievement and student wellness).

ACTION STEPS	TIMEFRAME
Audit current climate and culture as it relates to student wellness	Aug 22
Study student risk factors that contribute to an imbalance in student wellness	Aug 22
Report recommendations for improvement; implement recommendations	Aug 22
Measure success	Aug 22

Goal #4

Diversity, Equity, and Inclusion



Promote a school community that champions acceptance by valuing inclusion, diversity and equity. Prioritize an inclusive and diverse curriculum, retention and recruitment of culturally competent staff, community engagement and connectedness, student recruitment and engagement, and a positive school climate for every student.

Goal #4

Objectives

01 Continue to build upon an atmosphere that respects, embraces and celebrates the uniqueness of individuals; embrace local and regional resources to promote diversity and global perspectives.

ACTION STEPS	TIMEFRAME
Explore partnerships with outside agencies/ individuals to further work towards inclusion	Aug 22
Promote access to student programming that celebrates diversity	Aug 22
Engage in professional development on bullying, harassment, implicit biases, and district-wide BulldogStrong system	Aug 22
Implement recommendations	Aug 22
Measure success	Aug 22

02 Utilize a systemic focus to evaluate and prioritize areas of growth within the district, including curriculum, hiring practices, policies, student and community connectedness; collaborate with City of Green to expand initiatives.

ACTION STEPS	TIMEFRAME
Form a district DEI committee with representation from all buildings within the district	Jun 22
Assess organization for opportunities to grow utilizing the NEO Diversity Organizational Assessment; make recommendations for growth	Jun 22
Continue to partner with the City of Green's DEI committee to identify opportunities for collaboration	Jun 22
Implement recommendations and collaborative opportunities	Jun 22
Measure success	Jun 22

Goal #5

Finances



Maintain fiscal responsibility and transparency in all aspects of operations and management. Continue a proactive stance in planning for future district needs within the confines of current and projected (future) funding.

Goal #5

Objectives

01

Utilize the district website to provide high level financial information to all stakeholders.

ACTION STEPS	TIMEFRAME
Provide continuous updates via district website	Aug 22
Provide special notices of finance related decisions and adjustments via website	Aug 22
Implement process	Aug 22
Measure success	Aug 22

02

Create a financial assessment of future facilities' needs that coincides with the Master Facilities Plan; provide community updates related to projected cost of potential projects, bond issue resources and/or potential OFCC partnerships.

ACTION STEPS	TIMEFRAME
Study and engage district consultant to lead master facilities planning process	Sept 21
Incorporate community stakeholder feedback into master facilities planning process	Sept 21
Report recommendations Eydie Snowberger	Sept 21
Measure success	Sept 21

Goal #5

Objectives

03 Research shared service models with neighboring school districts and the City of Green to explore cost reduction and enhanced resource allocation; increase district response to grant opportunities; investigate corporate gift and donation opportunities.

ACTION STEPS	TIMEFRAME
Engage in discussions with like districts related to expenditures and services	Aug 23
Determine application to Green Local Schools	Aug 23
Report recommendations for improvement	Aug 23
Measure success	Aug 23

04 Formulate discussions and planning for district levy cycles; determine strategy for levy implementation in relation to potential facilities' needs.

ACTION STEPS	TIMEFRAME
Engage Board of Education in proactive discussion of future levies	Jun 22
Engage staff members and community in proactive discussion of future levies	Jun 22
Report recommendations	Jun 22
Measure success	Jun 22

Goal #6

Business Operations/Human Resources



Enhance the quality of district operations through proactive planning and streamlined implementation. Recruit, retain and develop a world-class staff dedicated to serving all students. Create and promote district policies that effectively guide decision-making and management.

Goal #6

Objectives

01 Apply Board of Education policy consistently between district buildings; create system-wide expectations for students and staff members regardless of building, as well as performance goals for individuals, buildings, and the district.

ACTION STEPS	TIMEFRAME
Provide administrative development related to board policies and procedures	Aug 21
Create and communicate expectations for students and staff	Aug 21
Support staff in meeting performance goals	Aug 21
Implement recommendations for improvement	Aug 21
Measure success	Aug 21

02 Develop, implement, and promote customer service standards for all district employees.

ACTION STEPS	TIMEFRAME
Develop school and departmental customer service standards	Aug 22
Promote standards to staff members to ensure buy in	Aug 22
Implement customer service standards	Aug 22
Measure success	Aug 22

Goal #6

Objectives

03 Implement a system of teacher, support staff and substitute teacher recruitment to obtain the highest quality, diverse professional staff.

ACTION STEPS	TIMEFRAME
Strategic attendance at local and regional job fairs	Aug 22
Promote and communicate district vacancies	Aug 22
Report recommendations for improvement	Aug 22
Measure success	Aug 22

04 Create and implement audit cycles to conduct human and operational capital analyses.

ACTION STEPS	TIMEFRAME
Perform a best-practices audit for district operations including maintenance/custodial, food service and transportation; perform department comparative analysis with other like-districts.	Aug 22
Perform a best-practices audit for district instructional staff, including: general education staff, special education staff, specials teachers, etc	Aug 22
Perform a best-practices audit for district administrative staff	Aug 22
Report recommendations for improvement	Aug 22
Measure success	Aug 22

Goal #7

Communication (Internal & External)



Develop a communications strategy that values methodic approaches to actively engage all stakeholders. Create a comprehensive system of communication which consistently promotes the districts' vision, mission, brand and core values.

Goal #7

Objectives

01 Develop clear systems and expectations for internal communication; enhance protocol and workflow to establish consistent delivery of critical information.

ACTION STEPS	TIMEFRAME
Establish district-wide administrative expectations for internal communication	Aug 22
Report recommendations for improvement	Aug 22
Implement recommendations	Aug 22
Measure success	Aug 22

02 Continue to foster, grow and promote relationships and collaborative partnerships with The City of Green, local civic/service organizations, local businesses and other community-based foundations and nonprofits.

ACTION STEPS	TIMEFRAME
Continue to hold regular school district/city conversations	Aug 21
Ensure district presence in multiple civic organizations	Aug 21
Measure success	Aug 21

Goal #7

Objectives

03 Streamline external communication strategies to promote timely and consistent messaging; standardize platforms and channels utilized by the district.

ACTION STEPS	TIMEFRAME
Audit and prioritize district communications / channels	Aug 22
Establish main forms of external communication for teachers to parents (CANVAS, Class DoJo, Progress Book, Remind, etc..)	Aug 22
Oversee, update, & maintain district website	Aug 22
Create consistent communication expectations within extracurriculars/athletics	Aug 22
Measure success	Aug 22

04 Design strategies for stakeholder outreach and engagement.

ACTION STEPS	TIMEFRAME
Engage alumni to positively impact student opportunities, programming and achievement	Aug 21
Engage senior citizens in state of the schools	Aug 21
Enhance and engage relationships with parents and guardians	Aug 21
Report recommendations for improvement; implement recommendations	Aug 21
Measure success	Aug 21

Goal #7

Objectives

05

Implement consistent branding and messaging standards to reflect the mission, vision and identity of Green Local Schools.

ACTION STEPS	TIMEFRAME
Create brand standards guide and expectations	Jan 23
Develop administrative staff on brand standards application	Jan 23
Report recommendations for improvement; implement recommendations	Jan 23
Measure success	Jan 23