



The Canal Winchester Schools  
**PROMISE**  
*2023-2024 Strategic Plan*



Dear Canal Winchester Schools Community,

At Canal Winchester Schools, we believe the best promises are the ones that are kept.

That's why during our strategic planning process, we committed to creating a plan that set a clear direction forward with actionable, meaningful steps that would help our district move toward our goals.

It's also why this plan is called the CW Promise. Because it's more than a plan – it's our promise to our students, our teachers, our staff, our families, and our community. It's our promise that these are the priorities that we are going to focus on and where we will invest our time and resources. The tactics in this document serve our To Do list for the next year.

The CW Promise extends beyond our commitment to working on the goals and action items contained in these pages. We also promise to keep you updated about our progress on these initiatives, which you'll see on our new website launching this July. Each of our four priorities – Teaching and Learning, Safety and Wellness, School Culture, and Operations – will have a dedicated page about our work in that area, and our progress on our tactics. We'll also update you in newsletters, on social media, and through updates at Board of Education meetings.

And we also promise to continue asking you about what you think about our schools, our goals, and how we're doing. Our first community survey, the 2022 *Your Schools, Your Voice* survey, gathered important insights from students, staff, families, and community members. Those survey results are the foundation of the CW Promise and were used to create this plan. We'll continue doing a *Your Schools, Your Voice* community survey every fall to give every community member the opportunity to share their ideas, suggestions, and concerns. We will use the results of future surveys to guide the development of future updates to the CW Promise.

These are our promises to you – and we intend to keep them.



Superintendent  
Canal Winchester Schools

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# From the Board of Education

Dear Canal Winchester Schools Community,

Your voice matters, and we're grateful for the many community members who shared their thoughts and opinions with us in the 2022 *Your Schools, Your Voice* Community Survey to help shape the future of our district through the *CW Promise*. More than 3,600 students, teachers, staff, families, and community members took the time to complete the first annual survey.

Our Leadership Team reviewed each and every response, and the opinions, ideas, hopes, and worries you shared with us were instrumental in developing the *CW Promise*.

Still, many more voices weren't included in the survey responses, and we want to hear from you, too. The *Your Schools, Your Voice* survey will be conducted annually, so if you didn't weigh in this time, you'll have many more chances, beginning this fall with the 2023 survey.

These are your schools, and we want every community member to have the chance to be part of shaping its future.

## **The Canal Winchester Local School District Board of Education**

Matt Krueger, *President*; Monika Talley, *Vice President*; Vangela Barnes, *Member*; Kevin Butler, *Member*; David George, *Member*

## **Empowering All Students For Su**



## Leadership Team

Kiya Hunt, *Superintendent*

Nick Roberts, *Treasurer*

Megan Anthony, *Communications Coordinator*

Mike Britch, *Maintenance Supervisor*

Mike Bruning, *Director of Student Services*

Deb Finck, *Director of Secondary Teaching and Learning*

Jodi Good, *Transportation Supervisor*

Brooke Hippler, *Director of Special Services*

John-Paul Hoffman, *Technology Supervisor*

Craig Lautenschleger, *Director of Elementary Teaching and Learning*

Cyndi Toledo, *Director of Human Resources*

Kevin Watson, *Assistant Treasurer*

William Whitlatch, *Director of Data and Assessment for Teaching and Learning*

### **Canal Winchester High School**

Amy Warren, *Principal*

Ada Nicholson-Burley, *Assistant Principal*

Greg Lahr, *Assistant Principal*

Steve Cvetanovich, *Assistant Principal*

Patrick Durbin, *Athletic Director*

### **Canal Winchester Middle School**

Brian Moore, *Principal*

Natalie Friend, *Assistant Principal*

Brent Palsgrove, *Assistant Principal*

### **Winchester Trail Elementary**

Max Lallathin, *Principal*

Corey Fries, *Assistant Principal*

Maleea Anderson, *Preschool Coordinator*

Megan Davis, *Dean*

### **Indian Trail Elementary**

Lea Cobb, *Principal*

Brett Stewart, *Assistant Principal*





# STRATEGIC PLANNING TIMELINE

## **September 2022**

The Canal Winchester Schools Leadership Team identifies the four focus areas of the district's most important work.

## **January 2023**

The survey closes and the Leadership Team begins reviewing data and publicly shares results on the district website.

## **November 2022**

The 2022 *Your Schools, Your Voice* Community Survey opens for input from all stakeholders.

## **March 2023**

Committees for each focus area begin meeting to identify goals, objectives, strategies, and tactics for the 2023-2024 school year.





# WHAT'S IN OUR PROMISE?

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## FOCUS AREAS

The four broad priorities of focus



## PILLARS

The most important components of the focus area, identified by the community in the *Your Schools, Your Voice* survey



## GOALS

What we want to accomplish in each pillar, in broad terms



## OBJECTIVES

The specific way we will measure our progress toward our goal



## STRATEGIES

How we will accomplish our goal, in broad terms



## TACTICS

Our To-Do List - the specific action items we will do to make progress toward our goal

## OUR MISSION

# Empowering All Students for Success



# FOCUS AREAS *and pillars*



## *Teaching and Learning*

- Hands-On Learning
- Real-World Learning
- Student Engagement
- Teacher Quality



## *Safety and Wellness*

- First-Responder Partnerships
- Mental Health Services
- Secure Facilities
- Student Expectations and Consequences
- Training and Drills



## *School Culture*

- Communications
- Diversity and Equity
- Employee Morale
- Relationships and Connections



## *Operations*

- Facilities Planning for the Future
- Finances
- Staff Recruitment and Retention
- Transportation



# TEACHING & LEARNING



## Hands-On Learning

**Goal:** Maximize hands-on learning that supports content standards

**Measure of Success:** Student survey results

**Strategies:** Resource audit, define hands-on learning



## Real-World Experiences

**Goal:** Real-world learning for all students

**Measure of Success:** Real-world learning resource for teachers

**Strategies:** Identify students' interests and goals, establish real-world and external learning resources



## Student Engagement

**Goal:** Engaging student learning in the classroom

**Measure of Success:** Student engagement guidance for teachers

**Strategies:** Define student engagement, talk about student engagement with teachers



## Teacher Quality

**Goal:** Use data and best practices to improve teaching

**Measures of Success:** Professional learning hours, increase in the performance index score

**Strategies:** Collaboration, frameworks for reviewing data and making decisions



# TEACHING & LEARNING Hands-On Learning



**Goal:** Maximize hands-on learning that supports the academic content standards.

<b>Objectives</b> <ul style="list-style-type: none"><li>85% of 3rd-12th grade students will confirm participation in hands-on learning experiences during the first six weeks of the 2024-2025 school year on the 2024 <i>Your Schools, Your Voice</i> Survey.</li></ul>			<b>Strategies</b> <ul style="list-style-type: none"><li>Create a shared understanding of what hands-on learning means in our schools.</li><li>Identify resources for hands-on learning.</li></ul>		
Tactic	Responsible Team	Collaborating Teams	Timeline	Budget	Evaluation
Conduct an audit of resources that support hands-on learning.	Teaching and Learning Department Building Principals	District Leadership Team Building Leadership Teams	By the end of the 2023-2024 school year	TBD	Catalog of hands-on learning support resources available for staff as of May 30, 2024.
Develop a hands-on learning document that clearly defines hands-on learning and expectations for hands-on learning.	Teaching and Learning Department Building Principals	District Leadership Team Building Leadership Teams Teachers	By May 30, 2024	TBD	Completion of a hands-on learning document by May 30, 2024.





**Goal:** Provide age-appropriate real-world learning experiences for all students.

## Objectives

- By the end of the 2023-2024 school year, create a resource of real-world experience opportunities.

## Strategies

- Identify students' interests/goals beyond school time.
- Set up and establish outside/real-world opportunities to explore interests and build an understanding of potential careers.
- Focus on real-world experiences within the curriculum at an earlier age.

Tactic	Responsible Team	Collaborating Team	Timeline	Budget	Evaluation
Develop a database of community resources for real-world experiences.	Superintendent Communications Coordinator Teaching and Learning Department Building Principals	Work-Based Learning Coordinator	By Spring Break, 2024	TBD	Distribution of the database the week after Spring Break 2024.
Develop a plan for the continued implementation of SchoolLinks at Canal Winchester High School and Canal Winchester Middle School.	High School Principal Middle School Principal Director of Secondary Teaching and Learning	Middle and High School Counselors	By October 1, 2023	TBD	Completion of an implementation plan for the 2023-2024 school year by October 1, 2023.



Tactic	Responsible Team	Collaborating Team	Timeline	Budget	Evaluation
Define real-world learning and expectations for real-world learning.	Superintendent Teaching and Learning Department Special Education Department Building Principals		By August 1, 2023	\$500	Completion of real-world learning guidance by August 1, 2023.
Record at least 5 instances monthly of real-world learning experiences at each building in the district.	Building Principals	Teachers Communications Coordinator	2023-2024 School Year	TBD	Inclusion of real-world learning experiences in the monthly board report each month during the 2023-2024 school year.



**Goal:** Provide engaging student learning in the classroom.**Objectives**

- By the end of the academic year, completion of a student engagement guidance document by grade band.

**Strategies**

- Define student engagement and student engagement strategies.

Tactic	Responsible Team	Collaborating Team	Timeline	Budget	Evaluation
Develop guidelines for explicit discussion of student engagement in OTES post-observation conferences and staff meetings.	Superintendent Building Principals and Assistant Principals	Teaching and Learning Department	By May 30, 2024	TBD	Completion of guidelines student engagement discussion in post-observation conferences for the 2024-2025 school year.
Define student engagement and expectations for student engagement.	Superintendent Teaching and Learning Department Special Education Department Building Principals	Teachers	By Spring Break, 2024	\$500	Completion of student engagement guidance.
Hold teacher focus groups to share ideas and observations about student engagement.	Teaching and Learning Department	Building Principals Teachers	By November 1, 2023	\$500	Launch first meeting of two pilot focus groups before November 1, 2023.





**Goal:** Develop a district-wide culture of improving teaching through data-driven decision-making and evidence-based practices.

#### Objectives

- Every teacher will attend 30 hours of professional development and collegial learning, measured by attendance at district-provided professional development sessions.
- By intentionally focusing on data-based decision-making and best practices, we will increase our district's performance index on the 2024 Ohio School Report Card by 2 points.

#### Strategies

- Develop effective frameworks for the work of the District Leadership Team, Building Leadership Teams, and Teacher-Based Teams.
- Foster a collaborative approach for the improvement of instruction.
- Formalize frameworks for making decisions related to teaching and learning.

Tactic	Responsible Team	Collaborating Team	Timeline	Budget	Evaluation
Create and share a professional learning plan with each building.	Teaching and Learning Department	Building Principals	By August 15, 2023	TBD	Introduction of Professional Learning Plan to building staff in opening day meetings.
Review standards alignment and provide guidance to teaching staff (PK-12).	Teaching and Learning Department Director of Special Education		By May 30, 2024	TBD	Distribution of standards alignment guidance to teaching staff at each building by May 30, 2024.
Determine a structure for peer observation and coaching.	Teaching and Learning Department	Building Principals Teachers	By May 30, 2024	TBD	Dissemination of peer observation and coaching plan to staff for feedback by May 1, 2024.
Build awareness and understanding of the MTSS framework with teachers and staff.	Superintendent Teaching and Learning Department Special Education Department	Communications Coordinator	By January 1, 2024	TBD	On the 2024 <i>Your Schools, Your Voice</i> survey, 70 percent of certified staff will agree or strongly agree that they understand the district's MTSS framework.

Tactic	Responsible Team	Collaborating Team	Timeline	Budget	Evaluation
Formalize frameworks and processes for the work of the District Leadership Team.	Superintendent Teaching and Learning Department	Building Principals	By November 1, 2023	TBD	Written guidance for the work of the DLT shared with building staff.
Formalize frameworks and processes for the work of the Building Leadership Team.	Teaching and Learning Department Building Principals	District Leadership Team	By March 1, 2024	TBD	Written guidance for the work of the BLT shared with buildings.
Formalize frameworks and processes for the work of the Teacher-Based Teams.	Teaching and Learning Department Building Principals	District Leadership Team Building Leadership Teams	By May 30, 2024	TBD	Written guidance for the work of the TBTs shared with building staff.
Identify PBIS strategies to provide to teachers and staff.	Teaching and Learning Department Special Education Department Building Principals	District Leadership Teams Building Leadership Teams	By January 1, 2024	TBD	Completion of PBIS strategies guidance by January 1, 2024.
Hold two sessions with staff to review accountability data and demonstrate using data to inform instructional decision-making.	Superintendent Teaching and Learning Department	Building Principals Communications Coordinator	By Spring Break 2024	\$500	Total of 50 staff members combined attending the two sessions.



# SAFETY & WELLNESS



## First Responder Partnerships

**Goal:** Build relationships with first responder agencies

**Measure of Success:** Family survey results

**Strategies:** Raise awareness of SRO programs, define SRO role



## Mental Health Services

**Goal:** Sustainable school-based services

**Measure of Success:** Mental health resource hub

**Strategies:** Communication, best practices for school-based mental health services



## Secure Facilities

**Goal:** Best practices for safe facilities

**Measure of Success:** Plan for safety enhancements at campuses

**Strategies:** Safety committee, short- and long-term facilities plans, implement best practices



## Student Expectations and Consequences

**Goal:** Culture of shared responsibility for safety

**Measures of Success:** Student survey results

**Strategies:** Consistent language, student understanding of safety responsibilities



## Training and Drills

**Goal:** Empower students and staff through drills and training

**Measure of Success:** Student survey results

**Strategies:** Common language, conduct required drills and trainings, communication





**Goal:** Build relationships with first responder agencies that result in positive experiences for students.

## Objectives

- An additional 10 percent of family survey respondents will agree or strongly agree that they are familiar with the district's SRO program on the 2024 *Your Schools, Your Voice* survey.

## Strategies

- Raise awareness of SRO programs and first responder Law Enforcement Partnerships.
- Define the role of SROs in our schools.

Tactic	Responsible Team	Collaborating Team	Timeline	Budget	Evaluation
Communicate twice each quarter about the work of SROs in our district.	Communications Coordinator	District Office Team Building Principals School Resource Officers	2023-2024 school year	\$0	Record of communications pieces each quarter.
Schedule an annual summer meeting between the departments and district leadership.	Superintendent Director of Student Services	Building Principals School Resource Officers	By August 1, 2023	TBD	Completion of the 2023 summer meeting by August 1, 2023.
Support SROs in building positive relationships with students by intentionally providing opportunities for connection.	Superintendent Director of Student Services Building Principals	School Resource Officers	2023-2024 school year	TBD	Record of one activity each quarter planned and implemented to foster positive connections between SRO and students.





**Goal:** Support mental health needs of students with sustainable school-based services.

## Objectives

- By the end of the 2023-2024 school year, create a hub of mental health resources for students.

## Strategies

- Communicate about school-based mental health services.
- Identify and incorporate best practices and evidence-based approaches to school-based mental health services.

Tactic	Responsible Team	Collaborating Team	Timeline	Budget	Evaluation
Develop a Mental Health Services page on the district website.	Communications Coordinator	Mental Health Team	July 30, 2023	\$0	Publish Mental Health Services page on website by July 30, 2023.
Research best practices for school-based mental health programs and services.	Director of Student Services	Mental Health Team	By May 30, 2024	\$0	Recommendations for incorporation of best practices into the mental health program made to the superintendent by May 30, 2024.
Create a plan to direct resources toward the most effective practices for school-based services.	Director of Student Services Mental Health Team		By June 30, 2024	\$0	Completion of a three-year proposal for school-based mental health services by June 30, 2024.



**Goal:** Incorporate best practices for safety and security in our facilities.

## Objectives

- The Canal Winchester Schools Safety Committee will determine short-term and long-term safety enhancements at each campus by the end of the 2023-2024 school year.

## Strategies

- Create a committee to provide input on safety and security.
- Develop short and long-term plans for safety and security improvements at each campus.
- Implement safety and security best practices whenever possible.

Tactic	Responsible Team	Collaborating Team	Timeline	Budget	Evaluation
Develop a district-wide safety committee.	Superintendent Treasurer Director of Student Services		July 30, 2023	TBD	First safety committee meeting held by July 30, 2023.
Establish clear, simple norms around safety and security for all staff members.	Superintendent Director of Student Services Communications Coordinator	Safety Committee Building Principals SROs	By November 1, 2023	TBD	Distribution of safety norms to all staff by November 15, 2023.
Incorporate safety and security improvements into the Capital Spending Plan.	Superintendent Treasurer Director of Student Services	Safety Committee	By January 31, 2024	TBD	Addition of safety and security improvements to Capital Spending Plan by February 29, 2024.
Identify recommended best safety practices for school facilities.	Superintendent Director of Student Services	Safety Committee School Resource Officers	By May 30, 2024	TBD	Recommendations for best safety practices for school facilities by May 30, 2024.
Conduct an audit of security and safety measures currently in place at each campus.	Superintendent Treasurer Director of Student Services	Safety Committee School Resource Officers	By March 30, 2024	TBD	Completion of safety and security audit by March 30, 2024.





**Goal:** Build a culture of shared responsibility for safety and security for students.

## Objectives

- The percentage of students who rate the safety and wellness category as a 3 or a 4 on the *Your Schools, Your Voice* survey will increase by 5 percent.

## Strategies

- Use consistent language with students, families, and staff.
- Build a culture where students understand their responsibility to themselves, their peers, their teachers, and their community.

Tactic	Responsible Team	Collaborating Team	Timeline	Budget	Evaluation
Establish common language to use for student expectations and consequences for administrators and staff.	Superintendent Director of Student Services Communications Coordinator Building Principals		By May 30, 2024	\$0	Incorporation of common language into handbooks for the 2024-2025 school year.
Align handbooks vertically to unify language and expectations.	Director of Student Services Building Principals Athletic Director		By May 30, 2024	\$0	Vertical alignment of handbooks completed in the 2024-2025 handbooks for each building and athletics.
Promote ways students can contribute to the safety of their school environment.	Communications Coordinator Building Principals		2023-2024 School Year	\$0	Record eight examples during the 2023-2024 school year of promotion of opportunities for students to contribute to school safety.
Hold intentional conversations with students about shared responsibility.	Building Principals		2023-2024 School Year	\$250	Documentation of two communications, discussions, or activities at each building about shared responsibility with students during the 2023-2024 school year.



**Goal:** Conduct drills and training that empower students and staff.

## Objectives

- Increase the number of students who agree or strongly agree that they feel safe at school by 5 percent in the 2024 *Your Schools, Your Voice* survey.

## Strategies

- Conduct all required safety drills and trainings.
- Introduce common language around safety and security.
- Develop communication practices and messages around safety training and drills.

Tactic	Responsible Team	Collaborating Team	Timeline	Budget	Evaluation
Build an annual calendar of required safety drills and trainings.	Director of Student Services Building Principals		By August 1, 2023	TBD	Creation of 2023-2024 safety drills and training calendar by August 1, 2023.
Develop a common communications plan for safety training and drills for all buildings, including message templates.	Superintendent Director of Student Services Communications Coordinator	Building Principals	By August 1, 2023	TBD	Completion of safety communications plan by August 1, 2023.
Establish common language for safety and security and disseminate to administrators, teachers, and staff.	Superintendent Director of Student Services Communications Coordinator	Building Principals	By August 1, 2023	TBD	Inclusion of common language for safety and security in the safety communications plan by August 1, 2023.



Tactic	Responsible Team	Collaborating Team	Timeline	Budget	Evaluation
Proactively communicate about safety practices and what to expect during an emergency with families and staff.	Superintendent Director of Student Services Communications Coordinator	Building Principals	By January 30, 2024	TBD	Completion of two proactive messages to families reviewing safety practices during the 2023-2024 school year (before the first day of school and at the start of the second semester).
Create common language for announcements at school about safety procedures.	Superintendent Director of Student Services Communications Coordinator	Building Principals	By August 1, 2023	TBD	Inclusion of common language for announcements in the safety communications plan by August 1, 2023.

# SCHOOL CULTURE



## Communication

**Goal:** Equitable and accessible communication

**Measure of Success:** New website, family survey results

**Strategies:** Accessible platforms, internal communication, clear processes and expectations



## Diversity and Equity

**Goal:** Belonging and dignity for every student

**Measure of Success:** Student survey results, staff training

**Strategies:** Celebrate diversity, training staff



## Employee Morale

**Goal:** Appealing internal culture

**Measure of Success:** Staff survey results

**Strategies:** Formal and informal recognition, connections with staff, address substitute shortages



## Relationships and Connections

**Goal:** Welcoming, safe, supportive culture

**Measures of Success:** Family survey results

**Strategies:** External partnerships, inclusive events, family and community involvement







**Goal:** Develop an evidence-based approach to communication with all stakeholders with an emphasis on equity and accessibility.

## Objectives

- The district will launch a new website by July 30, 2023.
- On the 2023 *Your Schools, Your Voice* survey, 45 percent of families who take the survey will respond that they are satisfied or highly satisfied with communication from Canal Winchester Schools.

## Strategies

- Implement communication tools chosen with consideration to equity and accessibility.
- Develop internal communication protocols.
- Formalize communication processes and expectations.

Tactic	Responsible Team	Collaborating Team	Timeline	Budget	Evaluation
Develop a communications handbook for administrators, including accessibility guidelines.	Superintendent Communications Coordinator District Office Team		By August 1, 2023	\$0	Distribution of the communications handbook to administrators by August 10, 2023.
Develop a plan for training staff to use the website CMS and keeping information up to date and accurate.	Communications Coordinator	Technology Department	By July 1, 2023	\$0	Completion of a website review calendar and training plan by July 1, 2023.
Create a comprehensive communications plan and share highlights of the plan with all staff.	Superintendent Communications Coordinator		By August 1, 2023	\$0	Completion of the comprehensive communications plan by August 1, 2023.

Tactic	Responsible Team	Collaborating Team	Timeline	Budget	Evaluation
Establish a committee to develop internal communication protocols, including expectations for accessibility.	Superintendent Communications Coordinator Director of Human Resources	Technology Department Teachers Staff	By October 31, 2023	\$0	First committee meeting held by October 31, 2023.
Train staff to use implemented communication tools and develop guidance for their use.	Communications Coordinator	District Office Team Building Leadership Team	By July 1, 2023	\$0	Development of implementation plan by July 1, 2023.
Work with building administrators to increase content from the buildings and classrooms.	Communications Coordinator District Office Team Building Principals		2023-2024 school year	\$0	At least two content submissions monthly from each building for the duration of the 2023-2024 school year.





**Goal:** Prioritize belonging and dignity for each and every student.

## Objectives

- Increase the number of student survey respondents who agree or strongly agree that they belong at their school by 3 percent on the 2024 *Your Schools, Your Voice* survey.
- All staff members will have completed all four sessions of Leadership and Equity training, and the district will complete a plan for Leadership and Equity training for new employees going forward.

## Strategies

- Celebrate the diversity of our student body and community.
- Commit to training staff in areas of diversity, equity, and inclusion.

Tactic	Responsible Team	Collaborating Team	Timeline	Budget	Evaluation
Create an annual calendar of holidays, recognitions, and traditions that reflects our students.	Superintendent Communications Coordinator	ELL Department Special Services Department District Office Team	By August 1, 2023	\$0	Create a calendar by August 1, 2023.
Establish a unified approach to planning and communicating inclusive events and activities.	Superintendent Communications Coordinator	Building Principals Director of Human Resources	By August 1, 2023	\$0	Guidance for the annual calendar of holidays, recognitions, and traditions for buildings created by August 1, 2023.
Develop a plan for Diversity and Equity training for staff.	Superintendent Director of Human Resources Teaching and Learning Department		By August 1, 2023	\$0	Completion of training plan by August 1, 2023.

Tactic	Responsible Team	Collaborating Team	Timeline	Budget	Evaluation
Conduct a formal review/audit of all hiring practices across the district.	Superintendent Director of Human Resources	District Office Team Building Principals	By May 30, 2024	TBD	Completion of review and recommendations by May 30, 2024.
Create a communication plan that includes diversity, equity, and inclusion.	Superintendent Communications Coordinator		By August 1, 2023	TBD	Completion of the comprehensive communications plan by August 1, 2023.





**Goal:** Build an internal culture that appeals to current and potential employees.

## Objective

- 85 percent of staff will agree or strongly agree that they are valued by the leadership team in the 2024 *Your Schools, Your Voice* survey, an increase of 3 percent from 2022.

## Strategies

- Create an annual plan for employee recognition and appreciation.
- Make an intentional effort to connect with staff.
- Establish a committee to evaluate staff attendance and substitute shortages.

Tactic	Responsible Team	Collaborating Team	Timeline	Budget	Evaluation
Make a 1:1 connection with every staff member by winter break.	District Office Team		By December 31, 2023	TBD	Recorded contact with every contracted staff member by a member of the DO Team between August 1, 2023 and December 31, 2023.
Expand formal opportunities to recognize staff.	Superintendent Director of Human Resources Treasurer Communications Coordinator	District Office Team Building Principals	By August 1, 2023	TBD	Creation of an annual plan detailing staff recognition for the 2023-2024 school year by August 1, 2023.
Review and update end-of-year and service awards.	Director of Human Resources Communications Coordinator	District Office Team Human Resources Department	By October 1, 2023	TBD	Creation of an updated plan for end-of-year and service awards for the 2023-2024 school year by October 1, 2023.
Create a calendar of employee recognition dates.	Director of Human Resources Communications Coordinator		By August 1, 2023	TBD	Creation of an employee recognition calendar by August 1, 2023.

Tactic	Responsible Team	Collaborating Team	Timeline	Budget	Evaluation
Create a committee to evaluate substitute shortages and staff attendance.	Superintendent Director of Human Resources Treasurer	Building Principals Teachers Transportation Department Staff	By October 31, 2023	\$500	Hold the first meeting of the attendance committee by October 31, 2023.
Develop an informal feedback and recognition plan.	Superintendent Director of Human Resources	District Office Team Communications Coordinator Building Principals	By May 30, 2024	\$0	Develop an informal feedback and recognition plan by May 30, 2024.





**Goal:** Create a school culture that is welcoming, safe, and supportive.

## Objectives

- Increase the number of family survey respondents who agree or strongly agree that they belong at their school by 3 percent on the 2024 *Your Schools, Your Voice* survey.

## Strategies

- Build strong partnerships with external organizations.
- Plan meaningful and inclusive events for the school community.
- Review family and community involvement post-pandemic.

Tactic	Responsible Team	Collaborating Team	Timeline	Budget	Evaluation
Identify external organizations and key contacts in the Canal Winchester and surrounding community that support children, families, or the community as a whole.	Superintendent Communications Coordinator	District Office Team Building Principals Work-Based Learning Coordinator School Social Worker	By Spring Break 2024	TBD	Develop an internal resource of community organizations and supports by the end of the Spring Break 2024.
Identify four events to bring staff together during the 2023-2024 school year.	Superintendent Director of Human Resources	District Office Team	By May 30, 2024	TBD	Completion of four events to bring staff together during the 2023-2024 school year.
Identify four events for students and/or families at each building.	Building Principals	Building Leadership Teams	By May 30, 2024	TBD	Completion of four events for families at the building/district level for each building during the 2023-2024 school year.
Establish a committee with representation from each building and all primary stakeholder groups to review family and community involvement.	Superintendent Communications Coordinator Building Principals	District Office Team Teachers Staff	By February 29, 2024	TBD	First committee meeting held by February 29, 2024.

# OPERATIONS



## Facilities Planning for the Future

**Goal:** Safe and welcoming facilities

**Measure of Success:** Facilities plan

**Strategies:** Maintenance schedule, equipment replacement planning



## Finances

**Goal:** Responsible management of taxpayers' investment

**Measure of Success:** Audit compliance

**Strategies:** Budgeting process, fiscal communication, staff audit



## Staff Recruitment and Retention

**Goal:** Diverse, dedicated, and caring staff

**Measure of Success:** Staff survey results

**Strategies:** Review hiring practices, onboarding for new staff, scheduling committee



## Transportation

**Goal:** Safe, reliable transportation

**Measures of Success:** Transportation report

**Strategies:** Staff recruitment, improved communication, bus safety and expectations





# OPERATIONS

# Facilities Planning for the Future



**Goal:** Provide safe and welcoming facilities.

## Objectives

- By the end of the 2023-2024 school year, we will develop short-term and long-term facilities plans based on scheduled maintenance and enrollment projections.

## Strategies

- Develop a maintenance schedule.
- Develop short- and long-term replacement schedules for school custodial and maintenance equipment.

Tactic	Responsible Team	Collaborating Team	Timeline	Budget	Evaluation
Develop a specific maintenance schedule for all campuses that includes parking lots, playgrounds, athletic fields, etc.	Superintendent Treasurer Maintenance Supervisor	Maintenance Department Custodians	By May 30, 2024	TBD	Completion of a three-year maintenance schedule for all campuses and facilities by May 30, 2024.
Provide a 2-year history of completed projects and the projected life expectancy of those projects.	Superintendent Treasurer Maintenance Supervisor Communications Coordinator		By July 30, 2023	TBD	Inclusion of two-year history on the Maintenance page of the website by July 30, 2023.
Develop a list of custodial and maintenance equipment needs over the next two to five years.	Superintendent Treasurer Maintenance Supervisor	Maintenance Department Custodians	By January 31, 2024	TBD	Incorporation of maintenance equipment needs in the Capital Spending Plan by February 29, 2024.

# OPERATIONS

# Finances



**Goal:** Manage the taxpayers' investment responsibly so students get the best possible education with the resources available.

## Objectives

- At the end of Fiscal Year 2024, we will have a compliant audit with no findings.

## Strategies

- Conduct a formal staff audit.
- Communicate clearly and transparently with all stakeholders about the district's finances.
- Establish consistent budget protocols for each building and department.

Tactic	Responsible Team	Collaborating Team	Timeline	Budget	Evaluation
Develop a budget template and standard procedure for annual budgeting for departments and buildings.	Treasurer Assistant Treasurer	District Office Team	By January 1, 2024	TBD	Use of the budget template by all departments.
Conduct an audit of current staffing levels and strategies.	Superintendent Treasurer Director of Human Resources	District Office Team Building Principals Transportation Department	By May 30, 2024	TBD	Completion of a staffing audit by May 30, 2024.
Develop a fiscal communications plan, including staff engagement in the district's finances and external opportunities to learn about district finances.	Superintendent Treasurer Communications Coordinator		By August 1, 2023	TBD	Creation of a fiscal communications plan by August 1, 2023.



# OPERATIONS

# Staff Recruitment and Retention



**Goal:** Recruit and retain a diverse, dedicated, and caring staff.

<b>Objectives</b> <ul style="list-style-type: none"> <li>Increase the percentage of staff who indicate they are very likely to recommend Canal Winchester Schools to a family member or friend by 7 percent in the 2023-2024 <i>Your Schools, Your Voice</i> survey.</li> </ul>			<b>Strategies</b> <ul style="list-style-type: none"> <li>Conduct a formal review/audit of all hiring practices.</li> <li>Create processes to help new staff transition into the district smoothly.</li> <li>Research and discuss innovative calendar and scheduling options.</li> </ul>		
Tactic	Responsible Team	Collaborating Team	Timeline	Budget	Evaluation
Conduct a formal review/audit of all recruiting and hiring practices across the district.	Superintendent Director of Human Resources	District Office Team Building Principals	By May 30, 2024	TBD	Completion of review and recommendations by May 30, 2024.
Develop an intentional approach to building a positive culture through outreach and appreciation initiatives.	Superintendent Treasurer Director of Human Resources Communications Coordinator	District Office Team Building Principals	By August 1, 2023	TBD	Completion of recognition and appreciation annual plans and calendar for the 2023-2024 school year by August 1, 2023.
Develop comprehensive strategies to address substitute shortages and standard protocols to fill absences when needed.	Superintendent Treasurer Director of Human Resources Teaching and Learning Department Building Principals	Teachers Staff	By May 30, 2024	TBD	Completion of a substitute plan by May 30, 2024.

OPERATIONS

Staff Recruitment  
and Retention

Tactic	Responsible Team	Collaborating Team	Timeline	Budget	Evaluation
Create a scheduling committee to evaluate scheduling options for the 2024-2025 school year and beyond.	Superintendent Director of Human Resources	Scheduling Committee District Office Team Building Principals Transportation Department Teachers Staff	By January 31, 2024	TBD	Scheduling recommendations made by the Scheduling Committee to the Board of Education by January 31, 2024.
Create a formal onboarding and offboarding process for all employees at all points during the school year.	Superintendent Treasurer Director of Human Resources Technology Department Communications Coordinator	District Office Team Building Principals	By May 30, 2024	TBD	Implementation of an onboarding and offboarding process for all employees implemented by May 30, 2024.



# OPERATIONS

# Transportation



**Goal:** Provide reliable and safe transportation options to our students.

## Objectives

- Twice during the 2023-2024 school year, produce a report on transportation operations for internal and external audiences, including goals and needs of the transportation department.

## Strategies

- Develop a plan for recruiting transportation staff.
- Improve communication between building administrators and transportation staff.
- Make recommendations to improve bus safety and student behavior on bus routes.

Tactic	Responsible Team	Collaborating Team	Timeline	Budget	Evaluation
Create a quarterly schedule for recruitment and training.	Superintendent Director of Human Resources Transportation Department		By Spring Break 2024	TBD	Develop a schedule for recruitment and training activities on a quarterly basis during the 2023-2024 school year.
Review bonus/incentive program to evaluate its effect on recruitment.	Superintendent Treasurer Director of Human Resources Transportation Department		By November 1, 2023	TBD	Recommendation on the future of the incentive program made to the Board of Education by November 1, 2023.
Develop opportunities for drivers to be part of each campus beyond their current role.	Building Principals Transportation Department	Teachers Staff Bus Drivers	By May 30, 2024	TBD	Record of one activity each semester at each building offered to bus drivers to participate in a campus activity.

OPERATIONS

Transportation

Tactic	Responsible Team	Collaborating Team	Timeline	Budget	Evaluation
Research and develop a mentoring program for newly hired drivers.	Superintendent Treasurer Director of Human Resources Transportation Department	Bus Drivers	By May 30, 2024	TBD	Develop a structure for a new driver mentoring program by May 30, 2024.
Create opportunities for building administration and bus drivers to meet.	Building Principals Transportation Department	Bus Drivers	By May 30, 2024	\$500	Completion of two meetings during the 2023-2024 school year between bus drivers and building principals.





More than a plan.  
**IT'S A PROMISE.**