

Montgomery County Educational Service Center
**Five Year Strategic Plan
2023-2028**





Table of Contents

3	Intro Letter
4	Mission & Values
5	Strategic Planning Process
7	Strategic Plan
7	Goal One
10	Goal Two
11	Goal Three
13	Goal Four

Introduction Letter

As an organization deeply committed to the success of students, Montgomery County Educational Service Center strives to provide forward-looking educational services that empower our partners and inspire learners of all ages.

In this strategic plan, we leverage our mission — visionary leaders providing exemplary service — to drive our goals, strategies, and actions. By placing the success of students at the heart of everything we do, we aim to create an environment that fosters growth, achievement, and lifelong learning.

We recognize the importance of continuously improving and adapting to the evolving educational landscape. This strategic plan will guide us in identifying and addressing the unique needs of our stakeholders while leveraging our strengths to create impactful and innovative programs and initiatives.

Under this five-year plan, we are confident MCESC will continue to provide exceptional educational services that nurture the potential of every learner and enable our students and partner districts to thrive in a rapidly changing world.

Shannon M. Cox

MCESC Superintendent



MCESC Governing Board

From L to R: Gary Roberts, Tomas Steck,
Terry Smith, Daryl Michael, Jr., Greg Shell



Mission + Values

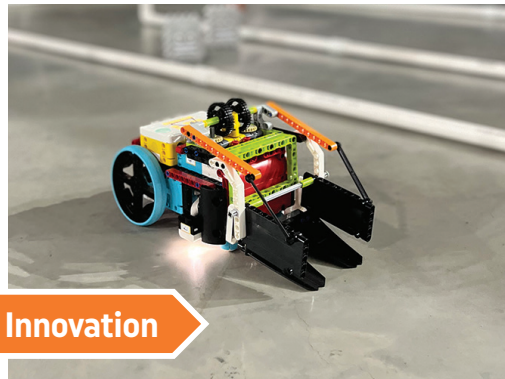
OUR MISSION

Visionary Leaders Providing Exemplary Service

OUR VALUES



Integrity



Innovation



Communication



Collaboration



Diversity



Wellness

Strategic Planning Process

The strategic planning process for MCESC consisted of four essential phases. Each phase played a crucial role in ensuring that our strategic plan reflects the needs and aspirations of our stakeholders while providing a clear roadmap for success.

PHASE 1: Stakeholder Engagement

Participants: **300+ Internal Speakers**
200+ External Speakers

The first phase of our strategic planning process involved engaging with key stakeholders, including staff, district leaders, parents, and community partners. Utilizing the InnovateK12 engagement platform, internal and external partners provided valuable insights and perspectives on the current state of our educational services, identified areas of improvement, and helped us gain a comprehensive understanding of the aspirations and expectations of our stakeholders.

Timeline: **January-February**

PHASE 2: Cabinet Goal Development

Participants: **14 Cabinet Members**

Building upon the insights gained from stakeholder engagement, the goal development phase focused on defining the overarching objectives and outcomes we aim to achieve to provide a clear direction for our organization. Driven by the Cabinet leadership, this phase involved analyzing the input from stakeholders to consider how we could build on our strengths to address areas of opportunity and improvement, ultimately setting strategic goals that align with our mission.

Timeline: **March**



PHASE 3: Strategy & Action Plan Development

Participants: **38 Cross-department Leaders**

Once our goals were established, the strategy and action planning phase began. During this phase, we developed strategies and key actions that outline the steps and initiatives necessary to achieve our goals. In this phase we developed a breakdown of tasks, responsibilities, timelines, and impact metrics, ensuring accountability and facilitating effective implementation.

Timeline: **April-May**

PHASE 4: Plan Approval & Roll Out

Participants: **5 Governing Board Members
600+ MCECSC Employees**

In the last phase, our strategic plan went through a final review and approval by the MCECSC Governing Board. Once approved, the plan is rolled out to stakeholders and implementation begins. Progress will be regularly measured and reported.

Timeline: **June-August**



Strategic Plan

Goal One

Innovating to Support Current and Future Needs of Students

Strategy One

Develop partnerships and creative solutions to address mental wellness needs of students and staff

Responsibility

Social Emotional Learning

Impact Measures

How much?

of partnerships
of entities served
of solutions identified
of staff served
of parents served
of students served

How well?

% customer satisfaction with creative solutions

Have we made a difference?

% increase in access to mental wellness services

Key Actions

- A. Investigate telehealth and/or alternative technology solutions to expand access to mental wellness services
- B. Grow/enhance professional development and consultation services around mental wellness for students, staff, and families
- C. Support districts with the implementation of best-practice whole child mental wellness services and strategies including:
 - a. Creating Trauma-informed SEL learning environments
 - b. Prevention programming
 - c. Mental health & crisis supports

Strategy Two

Advance District Leadership Team goals to support the whole MCESC Student Programs Community by focusing on basic needs (regulate), social-emotional and educational growth (relate & reason) to create a culture of innovative lifelong learners

Responsibility

Student Programs (DLT)

Impact Measures

How much?

of students participating in the Panorama Survey
of staff participating in the Panorama Survey

How well?

% of total students completing the Panorama Survey
% of total staff completing the Panorama Survey

Have we made a difference?

% increase of students who feel a sense of belonging in a single year
% increase of staff who feel a sense of belonging in a single year

Key Actions

- A. Create a healthier place for staff to work and kids to learn through increasing a sense of belonging and improving school climate for all stakeholders
- B. Establish resources to accommodate the needs of students and staff, academic, behavior, and well-being including:
 - a. Wheelchair accessible transportation
 - b. Assistive and Adaptive technology
 - c. Maximizing MCESC programs within Student Programs
- C. Develop organizational systems that foster communication amongst stakeholders

Strategy Three

Grow family-centered engagement to support the success of students and overall wellness of families

Responsibility

Instructional Services
Student Programs
SEL
Workforce
Communication
Data Analyst

Impact Measures

How much?

of participants in the Family Engagement Network meetings

of family-centered events with our participation

How well?

% of engagement with family communication

Have we made a difference?

Stakeholder feedback

Key Actions

- A. Develop a shared definition of family engagement and utilize an actionable framework as a practical solution to improve the school experience for students and families.
- B. Expand the work of the Family Engagement Network to increase capacity within schools through professional development of teachers and administrators
- C. Assist districts in creating and implementing family engagement goals
- D. Continue to build out the Resource Hub to support the Family Engagement Network
- E. Communicate best practices through the Family Engagement Network newsletter
- F. Solicit feedback from families (via surveys and/or focus groups) to inform the work

Strategy Four

Continue to align college access & career connections efforts to meet our region's long-term attainment goals

Responsibility

College Access
Workforce
Instructional Services
STEM Center

Impact Measures

How much?

of educators participating in BAC activities

BAC metrics

of students participating in college access programs

How well?

% of districts engaged in college access activities

Have we made a difference?

% of BAC metrics met

% of students who participate in college access programs who commit to college

Key Actions

- A. Build partnerships to advance the work of the Business Advisory Council within partner districts through Career Connections Champions, BAC subcommittees, and curriculum/pathways development
 - a. Implement formal BAC district planning meetings at the beginning of the year to create a personalized BAC plan for each district
- B. Develop Career Navigation support for districts to increase intentionality with career connections
- C. Continue to build out a systemic infrastructure that allows students to be better informed regarding their post-secondary decisions
- D. Analyze YouScience assessment data to strengthen connections between K-12 experiences, industry partners, and higher ed to develop regional pathways
- E. Provide opportunities for students to engage in youth voice and leadership through the delivery of a learning experience that develops self-confidence, self-efficacy, and personal development

Goal One

Innovating to Support Current and Future Needs of Students

Strategy Five

Design meaningful educational opportunities through the personalization of learning to address current and future needs of students

Responsibility

Instructional Services

Impact Measures

How much?

of districts completing assessment
of student-centered models developed

How well?

% of districts engaged in personalized learning

Have we made a difference?

% of students engaged in the experiences within their personalized learning plans

Key Actions

- A. Research existing solutions or initiatives that support personalized learning
- B. Create and offer a needs assessment in the Future Self Center and Remote Learning Center: Start by understanding the current and future needs of students. This can involve surveys, interviews, and data analysis to identify specific areas where personalized learning can make a difference
- C. Develop student-centered models for Future Self Center and Remote Learning Center and ultimately districts to be able to implement personalized learning
 - a. Student profile model
 - b. Family conference model
 - c. Personalized learning plan template
- D. Create individualized learning plans for each student in the Future Self Center and Remote Learning Center, based on their strengths, weaknesses, and learning preferences. Consider factors such as pace, content, and learning style to tailor the plans accordingly
 - a. Personalized plans should follow students to their home districts

Strategy Six

Leverage and embed emerging technologies to drive innovation, support learning, and prepare students for the future

Responsibility

Technology
Instructional Services

Impact Measures

How much?

of networks in which emerging technologies are a part of the agenda

How well?

% of districts utilizing the process for adopting emerging technologies
% of districts engaging in the networks

Have we made a difference?

% of districts actively embedding emerging technologies to drive innovation and support students for the future

Key Actions

- A. Support broader community efforts towards digital equity and literacy
- B. Create a process for adopting and embedding emerging technology considering requirements, capacity, interoperability, and compatibility that supports student learning
- C. Leverage our MCESC networks to embed emerging technologies to drive innovation

Goal Two

Improving Communications to Strengthen Connections

Strategy One

Create and implement an internal communication plan to increase organizational knowledge of staff and deepen connections to the mission and values

Responsibility

Communications

Impact Measures

How much?

of plan objectives achieved

How well?

% of total plan objectives achieved

Have we made a difference?

% of staff confident in their knowledge of the mission & values of MCECSC

% of employees who feel they are receiving the information they need to know

Key Actions

- Edit and develop the MCECSC website to improve useability and performance
- Create a group of internal ambassadors (influencers) who can provide feedback, share information, and help communicate
- Utilize ParentSquare to distribute weekly updates to all staff members, including a note from the Superintendent every quarter
- Develop processes for gathering and cataloging stories and photos

Strategy Two

Create and implement an external communication plan to broaden our reach and strengthen engagement with our stakeholders and potential customers

Responsibility

Communications

Impact Measures

How much?

of plan objectives achieved

How well?

% of total plan objectives achieved

Have we made a difference?

% increase in engagement of each identified platform

% increase in engagement of each identified platform

Key Actions

- Develop a content calendar and social media plan tailored to each platform's audience
- Redesign annual report to focus on impact and communicate the value of MCECSC
- Evaluate and enhance our marketing outreach around open positions
- Work across departments and R&D team to support promotion of products and services

Goal Three

Investing in our Team to Attract, Recruit, and Retain Top Talent

Strategy One

Evaluate and enhance onboarding and ongoing training to ensure new staff are prepared and supported to succeed at their jobs

Responsibility

Human Resources
Department Directors/
Supervisors

Impact Measures

How much?

of onboarding sessions

of new employees

How well?

% satisfied with onboarding

Have we made a difference?

% of new employees retained at 1 year

% of new employees retained at 3 years

Key Actions

- A. Develop and implement a comprehensive onboarding plan
 - a. Orientation (Treasurer & HR)
 - b. Reinvent the employee resource portion of the website
 - i. Address FAQs
 - c. Identify onboarding leads at each facility or department
- B. Solicit feedback on orientation and onboarding to continuously improve the process

Strategy Two

Strengthen our pipeline of employees in student programs through recruitment, training, and other initiatives

Responsibility

Human Resources
Community &
Client Relations
Student Programs

Impact Measures

How much?

of applicants

of targeted recruitment activities

of employees in alternative licensing programs

How well?

% of employees completing alternative licensing programs

% of employees hired through targeted recruitment activities

Have we made a difference?

of positions filled

% of vacancies

Key Actions

- A. Review the employee referral plan
 - a. Spread the word among employees - highlight the success (#s & stories)
- B. Evaluate and enhance our marketing and outreach for open positions
 - a. Employee fairs and other events
 - b. Utilization of social media and other marketing sources
 - c. Develop messaging about MCESC and why people would want to work here
- C. Clearly communicate the training and alternative licensure options
 - a. Include on our website
 - b. Follow up conversations with staff

Strategy Three

Develop and implement policies and practices to support an increased quality of work life

Responsibility

Cabinet

Impact Measures

How much?

of practices and policies implemented or adjusted

of employees impacted

How well?

of employees impacted

Have we made a difference?

Employee satisfaction rate

% of employees who feel they have the tools they need to do their job

% overall retention of employees

Key Actions

- A. Consider feedback from Organizational Care Team and implement suggestions where appropriate
- B. Review best practices and policies that have potential for scaling
- C. Coordinate communication of decisions through the communication plan

Strategy Four

Develop an Organizational Care team focused on building a culture of inclusion that values the work of all employees and promotes staff wellness

Responsibility

Human Resources
Social Emotional Learning
Community & Client Relations
Representation from all Departments

Impact Measures

How much?

of people participating in the committee

How well?

% of departments represented

Have we made a difference?

of initiatives carried through

% of employees feeling a sense of belonging

Key Actions

- A. Identify cross-departmental team to represent different areas of the organization
 - a. Include department leaders
 - b. Clearly define role of the team
- B. Utilize Innovate K12 to solicit feedback to include wider voices
- C. Develop a yearly organizational care plan and make recommendations to Cabinet for policy or practice improvements
- D. Monitor progress and evaluate outcomes of the plan

Goal Four

Advancing Organizational Growth and Sustainability

Strategy One

Create a Research & Development process aligned to the Business Strategy Framework to support innovation and increase business opportunities

Responsibility

Program Management
Extended Cabinet

Impact Measures

How much?

of new programs/services
of students impacted
\$ amount invested

of employees engaged in the innovation process

How well?

% of ideas that are successfully converted to programs or processes
% of overall budget invested in R & D

Have we made a difference?

#/% of sustainable new programs
\$ amount ROI

Key Actions

- A. Implement a process to solicit program/product ideas across the organization
- B. Train/communicate with staff how to engage with the R&D process
- C. Develop a cross-departmental operational development team
- D. Create supports for incubation and experimentation with a lead program manager
- E. Create an R&D Budget (goal of 3% of overall budget)

Strategy Two

Establish an intentional process aligned to the Business Strategy Framework to evaluate current programs and processes to identify areas of improvement and recalibration

Responsibility

Extended Cabinet

Impact Measures

How much?

of programs evaluated

How well?

% of programs evaluated overall
Process cycle time

Have we made a difference?

Time/money/resources saved due to process improvement

Key Actions

- A. Develop and execute a schedule for review of existing programs, reviewing 20% of programs each year
- B. Utilize program data and BSF questions to support decision making
- C. Continue/Revise/Exit programs as determined by the review process

Strategy Three

Create and implement a 5-year Capital Improvement Plan to improve safety, efficiency, and risk management

Responsibility

Operations Department
Executive Cabinet

Impact Measures

How much?

of projects completed

How well?

Ratio of preventative vs reactive maintenance

Have we made a difference?

Cost of preventative vs reactive maintenance

Key Actions

- A. Conduct a comprehensive assessment of the existing infrastructure and facilities
- B. Create a budget allocation for capital improvement
- C. Develop a prioritized 5-year capital improvement project plan

Strategy Four

Create and implement a process for recycling, replacing, and purchasing of new technology

Responsibility

Technology Department
Executive Cabinet

Impact Measures

How much?

of assets addressed

How well?

% of assets addressed

Have we made a difference?

% reduction in break-fix tickets per device

Key Actions

- A. Assess current technology inventory
- B. Identify recycle and replacement goals
(Windows, data security, accessibility, optimized performance, etc.)
- C. Develop a comprehensive technology lifecycle plan
- D. Identify recycle plan budget
- E. Implement technology recycle plan



200 South Keowee Street
Dayton, OH 45402-2242
(937) 225-4598

mcesc.org