



# Charting a Course FOR ALL EXPLORERS

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Strategic Plan

**Board of Education Approved- August 28, 2023**

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# MESSAGE FROM OUR BOARD OF EDUCATION

Dear Hudson Community,

We express our profound gratitude for the privilege of serving the Hudson City Schools and our extended community. Our unwavering commitment to excellence has positioned our school district among the finest in Ohio, a testament to our relentless pursuit of achievement. The cornerstone of our success is the strong collaboration between our exceptional students, dedicated staff, engaged parents, and supportive community members, fostering an environment that is truly exceptional for learning, working, and living.

As your Board of Education, our aim is to strengthen the Hudson School community further. In our pursuit of continuous improvement and breaking down barriers, we are delighted to present the district's strategic plan for the next three years. This plan will guide us in "charting a course for all Explorers," ensuring alignment with our mission, vision, and Portrait of an Explorer. We are committed to this endeavor and stand firmly behind our students and staff, supporting them in reaching even greater heights and unprecedented accomplishments.

We want to express our gratitude to all stakeholders who played a role in the process and look forward to bringing this strategic plan to life as we strive to achieve uncharted levels of success.

Sincerely,  
Steve DiMauro, President  
Alisa Wright, Vice President  
James Field  
Laura Jones  
Tom Tobin



# MESSAGE FROM OUR SUPERINTENDENT

Dear Hudson Community,

As the Superintendent for Hudson City Schools, I am pleased to present our multi-year Strategic Plan. It is our intention that this document provides you with important information regarding the vision and roadmap for the district for the next three years.

This Strategic Plan was developed after spending hours of time analyzing school and community input, stemming from meetings with various stakeholder groups. The goals were further refined by committees made up of staff members and the Administrative Team. The five goals are: Ensure Engaging Learning Experiences, Nurture Flourishing Learners, Recruit and Support Exceptional Staff, Enhance Vibrant Community Relationships, and Uphold Operational Excellence. Within each goal, we have identifiable objectives. We plan to update the status of those objectives as we move through this process.

We want to thank everyone who assisted in defining our goals, as they worked diligently to focus on district needs, while keeping student opportunities at the forefront of their discussions.

We believe in the value of community, and this process further proved to me that our Hudson stakeholders are dedicated to preparing our students for future success.

Best regards,  
Dana Addis  
Superintendent



This strategic plan, designed to maximize the strengths of our school community, will greatly benefit our most important resource—our students.

# THE PROCESS

Hudson City Schools engaged with Experience Management Institute (EXMI) in January 2023 for the purpose of facilitating the development of a new Strategic Plan.

To ensure many voices were heard in the process, Hudson and EXMI provided multiple opportunities to better understand the needs for future-focused, mission-driven, and strategic direction.

EXMI conducted community and staff Focus Groups, a community-wide survey, and interviews with each Hudson City School Board of Education member. These foundational insights from a variety of voices would become the basis for developing strategic goals as the building blocks of the new Strategic Plan.



Data reports, insights and feedback were analyzed and synthesized to provide the District with information and tools to craft a strategy for continuous improvement into the future.

EXMI facilitated a process between the Board and leadership team to set overarching goals for the new strategic plan. In July, the district assembled a robust working group to evaluate the goals, consider priorities, and write objectives to support each goal. The final Strategic Plan was presented to the Board on August 14, 2023 and was approved on August 28, 2023. The district will share progress through regular updates provided for the public.

# W I T H I N S T R U C T I O N S

## Points of Pride

The points found here represent broad themes. In each case, the ideas were synthesized through evaluating each of the responses provided during the focus groups and survey.

**Outstanding Student Opportunities**

**Student-Specific Support**

**Exceptional Staff**

**Outstanding Academic Achievement**

**Engaged Community**

**Strong Financial Stewardship**

**Prioritizing Safety**

**Marvelous Facilities**

**Accomplished Infrastructure and Support**

**Diligent District-Wide Communication**

**Abundant Extra- and Co-Curricular Activities**

**Positive Student Services and Special Education Programs**

**Welcoming Environments**

# VISION

The Hudson school community will unite to empower our students to achieve uncharted levels of success!

# MISSION

We provide an educational program that maximizes the intellectual, physical, social and emotional development of each child in a safe, nurturing, and diverse environment.



# PORTRAIT OF AN EXPLORER

The development of the Strategic Plan was preceded and guided by the Portrait of an Explorer, the North Star of Hudson City Schools.





# GOALS

These five goals will focus our work over the next three years and, ultimately, drive positive student outcomes.

- 1 Ensure Engaging Learning Experiences**

Hudson City Schools provides student-focused and innovative learning experiences for each student, every day. Success in today's world and into the future requires an education that reflects the highest levels of academic excellence centered on individual passions, skills, and opportunities.
- 2 Nurture Flourishing Learners**

Hudson City Schools prioritizes the health, safety, and well-being of all learners. A positive school climate helps everyone feel safe, engaged, supported, and connected, which is critical for student success. People thrive in inclusive environments that are safe and foster positive relationships.
- 3 Recruit and Support Exceptional Staff**

Hudson City Schools creates a positive work environment that attracts, prepares, and retains outstanding personnel. Hudson can drive student outcomes and build the human capital that students deserve by aligning professional learning and supporting staff development and wellness.
- 4 Enhance Vibrant Community Relationships**

Hudson City Schools maintains an inclusive and informed community. We believe that excellence requires that all stakeholders be involved and open to two-way communications. Dynamic relationships exist if all members of the community feel that they are welcomed and valued.
- 5 Uphold Operational Excellence**

Hudson City Schools commits to responsive leadership, dynamic decision-making, and resourcefulness. Focusing on the development of an ideal campus environment to meet the needs of all stakeholders, while striving to improve the efficiency and effectiveness across operations to maximize the value of every dollar spent. Stewardship ensures the responsible and meaningful administration and utilization of resources.

# GOAL 1

## Ensure Engaging Learning Experiences

Hudson City Schools provides student-focused and innovative learning experiences for each student. Success in today's world and into the future requires an education that reflects the highest levels of academic excellence centered on individual passions, skills, and opportunities.

In order to achieve this goal, the district has outlined the following objectives:

- 1.1 Enrich learning experiences and enhance foundational skills centered on learner outcomes
- 1.2 Increase Career and Career-Tech explorations
- 1.3 Establish a framework to assess and support teaching practices that ensure individualized, innovative learning experiences
- 1.4 Expand relevant partnerships to invigorate learning

*Goal 1 Executive Sponsor  
Doreen Osmun, Assistant Superintendent/Director  
of Curriculum and Instruction*

# GOAL 2

## Nurture Flourishing Learners

Hudson City Schools prioritizes the health, safety, and well-being of all learners. A positive school climate helps everyone feel safe, engaged, supported, and connected, which is critical for student success. People thrive in inclusive environments that are safe and foster positive relationships. In order to achieve this goal, the district has outlined the following objectives:

- 2.1 Foster belonging and connection among and between students and staff
- 2.2 Develop and embed well-being for each student
- 2.3 Develop and maintain robust policies and processes to ensure security and safety

*Goal 2 Executive Sponsor  
Kelly Kempf, Director of Pupil Services*

# GOAL 3

## Recruit and Support Exceptional Staff

Hudson City Schools creates a positive work environment that attracts, prepares, and retains outstanding personnel. Hudson can drive student outcomes and build the human capital that students deserve by aligning professional learning and supporting staff development and wellness. In order to achieve this goal, the district has outlined the following objectives:

3.1 Recruit highly-qualified and diverse staff

3.2 Develop employee experiences that ensure all staff are prepared, effective, supported, and connected

3.3 Embed well-being and inclusion across District

*Goal 3 Executive Sponsor  
Lisa Hunt, Director of Human Resources*

# GOAL 4

## Enhance Vibrant Community Relationships

Hudson City Schools maintains an inclusive and informed community. We believe that excellence requires that all stakeholders be involved and open to two-way communications. Dynamic relationships exist if all members of the community feel that they are welcomed and valued. In order to achieve this goal, the district has outlined the following objectives:

4.1 Provide effective communications to inform and involve stakeholders

4.2 Deepen relationships with community organizations to provide extraordinary experiences

4.3 Strengthen connections with current students and alumni

### *Goal 4 Executive Sponsors*

*Jennifer Reece, Manager of Communications & Alumni Outreach  
Meredith Zaffrann, Director of Community Education & Recreation*

# GOAL 5

## Uphold Operational Excellence

Hudson City Schools commits to responsive leadership, dynamic decision-making, and resourcefulness. Focusing on the development of an ideal campus environment to meet the needs of all stakeholders, while striving to improve the efficiency and effectiveness across operations to maximize the value of every dollar spent. Stewardship ensures the responsible and meaningful administration and utilization of resources. To achieve this goal, the district has outlined the following objectives:

5.1 Advance operational efficiency and effectiveness

5.2 Develop and maintain inspiring and sustainable learning environments

5.3 Reinforce the culture of continuous improvement with open communication and agile decision making

*Goal 5 Executive Sponsors  
Tom Barone, Director of Operations  
Phillip Butto, Treasurer/CFO*

# ACKNOWLEDGEMENTS

Hudson City Schools acknowledges the contributions of those who worked tirelessly on the planning and creation of this strategic plan.

Hudson City Schools Board of Education Members

Hudson City Schools Administrative Team

All Survey Respondents and Focus Group Attendees including students, parents and families, staff, local business leaders, and community members

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*We thank you for your continued support in our efforts to empower every student.*

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