



The Canal Winchester Schools  
**PROMISE**  
*2024-2027 Strategic Plan*

Dear Canal Winchester Schools Community,

I am excited to share with you our updated Canal Winchester Schools Promise, a strategic plan that will guide our district for the next three years. At Canal Winchester Schools, we believe in keeping our promises, and this plan is a testament to our commitment to our students, teachers, staff, families, and community.

The CW Promise is more than just a plan; it's our pledge to focus on four key priorities: Teaching and Learning, Safety and Wellness, School Culture, and Operations. These priorities will drive our efforts and investments, ensuring that every action we take is meaningful and impactful. The tactics outlined in this document will serve as our roadmap, guiding our work over the next three years.

Transparency and communication are vital components of our CW Promise. We are committed to keeping you informed about our progress through our website, newsletters, social media, and updates at Board of Education meetings. Each priority area will have a dedicated page on our website where you can track our advancements and see how we are moving forward.

We value your input and will continue to seek your feedback through our annual *Your Schools, Your Voice* community survey. Your insights are crucial in shaping the future of our district, and we will use your feedback to refine and enhance our strategic plan.

Thank you for your continued support and trust in Canal Winchester Schools. Together, we will achieve great things for our students and our community.

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Superintendent  
Canal Winchester Schools





# From the Board of Education

Dear Canal Winchester Schools Community,

Your voice is essential, and we are incredibly grateful for the many community members who shared their thoughts and opinions with us through the 2023 *Your Schools, Your Voice* Community Survey. Thanks to your input, we were able to shape the future of our district through the CW Promise. Our Leadership Team carefully reviewed every response, and the insights you provided were crucial in developing the CW Promise.

These are your schools, and we believe that every community member should have the opportunity to help shape their future. If you missed this year's survey, the *Your Schools, Your Voice* survey will be conducted annually, so you'll have more chances, starting this fall with the 2024 survey. Your feedback and involvement are vital to the success of our district, and we look forward to hearing from you.

Thank you for your continued support and engagement.

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

Monika Talley, *President*; Vangela Barnes, *Vice President*; David George, *Member*; Chloe Green, *Member*; Adam Twiss, *Member*



## Leadership Team

Kiya Hunt, *Superintendent*

Nick Roberts, *Treasurer*

Megan Anthony, *Director of Communications*

Mitzi Boyd, *Special Education Coordinator*

Mike Britch, *Director of Maintenance*

Deb Finck, *Director of Secondary Teaching and Learning*

Jodi Good, *Director of Transportation*

Brooke Hippler, *Director of Special Services*

John-Paul Hoffman, *Director of Technology*

Max Lallathin, *Director of Student Services*

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**

Steve Cvetanovich, *Principal*

Ada Nicholson-Burley, *Assistant Principal*

Tim Gagliardo, *Assistant Principal*

Rob Paulauskas, *Assistant Principal*

Jacob Ramsey, *Athletic Director*

### **Canal Winchester Middle School**

Brian Moore, *Principal*

Natalie Friend, *Assistant Principal*

Brent Palsgrove, *Assistant Principal*

### **Winchester Trail Elementary**

Tracy Dyer, *Principal*

Corey Fries, *Assistant Principal*

### **Indian Trail Elementary**

Lea Cobb, *Principal*

Brett Stewart, *Assistant Principal*



# STRATEGIC PLANNING COMMITTEES

## ***Teaching and Learning***

Craig Lautenschleger  
Deb Finck  
William Whitlatch  
Brooke Hippler  
Lea Cobb  
Natalie Friend  
Corey Fries  
Tim Gagliardo  
Alyssa Locker  
Maggie Harris  
Stephen Lemieux  
Jill Moneypenny  
Todd Sautters  
Kim Shiplett

## ***Safety and Wellness***

Mike Bruning  
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Brent Palsgrove  
Rob Paulauskas'  
Brett Stewart  
Candi Eccleston  
Adam Eccleston  
Beth Hinshaw  
Nick Tiller  
Nicole Duffy  
Mike Ash  
Terry Butcher

## ***Operations***

Kiya Hunt  
Nick Roberts  
Mike Britch  
Jodi Good  
Steve Cvetanovich  
Julie Gibson  
Phil Johnson  
Linda Katchmar

## ***School Culture***

Megan Anthony  
Cyndi Toledo  
Brian Moore  
Ada Nicholson-Burley  
Jenisys Battle  
Shauntiel Oliver-Smith  
Katie Pruiett

## ***School Culture***

### ***Subcommittee***

### ***Internal Communications***

Janie Kantner  
Jenni Butts  
Stephen Lemieux  
Meghan Butcher

## ***School Culture Subcommittee***

### ***Family and Community***

### ***Involvement***

Janie Kantner  
Kim Vojacek  
Cathi Sapp  
Hannah Woodruff  
Damika Withers  
Krissy Machamer  
Micah Haralson  
Brian Novar  
Tiffany Chinn  
Emilie Viola  
Crystal Bigley  
Kathleen Burke  
Damika Withers  
Arnetta Davis  
Emily Davis  
Kendra Stuckey

# 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*

Active Engagement  
Teacher Quality



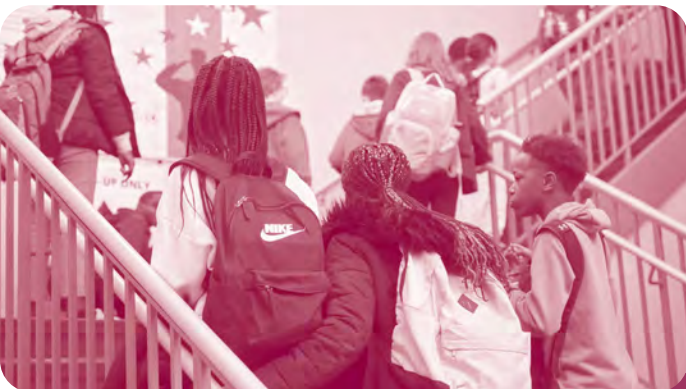
## *Safety and Wellness*

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



## Active Engagement

**Goal:** Age-appropriate and engaging learning

**Measure of Success:** Student survey results

**Strategies:** Maximize use of district resources, integrate Portrait of a Graduate, enhance district pathways



## Teacher Quality

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

**Measures of Success:** Increase in the performance index score

**Strategies:** Collaboration, consistent data points and resources, supporting teachers



TEACHING & LEARNING

Active Engagement

<b>Goal:</b> Provide age-appropriate and engaging learning opportunities.				
<b>Objective:</b> On the 2027 Your Schools, Your Voice survey, 80 percent of students will confirm engaging learning opportunities.			<b>Strategies</b> <ul style="list-style-type: none"> <li>Maximize the use of district-provided educational resources while empowering students for voice and choice in their learning.</li> <li>Engage in a wide range of instructional practices that focus on student interaction in order to connect with the learning content.</li> <li>Integrate the Portrait of a Graduate into instruction to empower students for ownership of their learning.</li> <li>Provide opportunities for students to set goals and reflect on learning experiences.</li> <li>Enhance district pathways to ensure students can access relevant opportunities that will lead to in-demand fields.</li> </ul>	
Tactic	Responsible Team	Collaborating Team	Timeline	Evaluation
Provide consistent foundational knowledge to district administration about personalized learning, active engagement, and students ownership.	Teaching and Learning Department	Principals  Instructional Coaches	Monthly during 2024-2025 school year	Written guidance on monthly leadership meeting agendas.
Develop a plan for the application of leadership's understanding of effective personalized learning, active engagement, and student ownership strategies.	Teaching and Learning Department  Instructional Coaches		May 2025	Completion of the application plan.



# TEACHING & LEARNING

# Active Engagement

<b>Tactic</b>	<b>Responsible Team</b>	<b>Collaborating Team</b>	<b>Timeline</b>	<b>Evaluation</b>
Survey teachers to find individual strengths and challenges in the areas of effective personalized learning, active engagement, and student ownership teaching strategies.	Teaching and Learning Department  Instructional Coaches	Teachers	May 2025	Completion of the survey in spring of 2025.
Develop and identify purposeful connections to the Portrait of a Graduate.	Principals  Teachers		Ongoing	Provide 2-3 specific building examples per semester.
Develop a variety of goal setting opportunities for all students.	Principals  Teachers		Ongoing	Provide 2-3 specific building examples per semester.
Conduct an audit of current college and career awareness in the district to identify strengths, weaknesses, and areas for growth.	Teaching and Learning Department	Grades 3-12 Staff, Students, and Parents  Community Partners	2024-2025	Completion of the audit during the 2024-2025 school year.
Develop or enhance pathway programs to align with identified and in-demand career fields.	Teaching and Learning Department  Principals  Career Readiness Coordinator		2025-2026	Completion of a pathway plan by the end of the 2025-2026 school year.

TEACHING & LEARNING

Active Engagement

Tactic	Responsible Team	Collaborating Team	Timeline	Evaluation
Develop a comprehensive communications strategy to raise awareness of pathway opportunities among students, families, and community members.	Teaching and Learning Department  Principals  Counselors  Career Readiness Coordinator	Director of Communications	2025-2026	Implementation of the communications plan.
Collect feedback from students, staff, families, and community partners to assess pathway impact and identify areas for refinement and enhancement.	Teaching and Learning Department  Principals  Career Readiness Coordinator		2026-2027	Inclusion of assessment questions in the 2027 <i>Your Schools, Your Voice</i> survey.

# TEACHING & LEARNING

# Teacher Quality

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

**Objective:**

A positive Performance Index gain of .5 points during each year of the CW Promise (2025-2027).

**Strategies**

- Provide opportunities, time, and structures for collaboration.
- Utilize consistent data points, district-provided educational resources, time, and opportunity.
- Support teachers in creating healthy, safe, engaging, and inclusive environments to maximize each student's potential.

<b>Tactic</b>	<b>Responsible Team</b>	<b>Collaborating Team</b>	<b>Timeline</b>	<b>Evaluation</b>
Create and share a professional development plan with each building that is relevant and ODEW-compliant.	Teaching and Learning Department		By August 1 each school year	Introduction of PD plan to building staff in opening day meetings.
Offer professional development that supports teachers working together and mindfully including time for collaboration.	Teaching and Learning Department	Building Principals	Ongoing each school year	Completion of collaboration time survey at the end of at least two PD Days each year.
Review academic content standards and provide academic content standards-alignment guidance and support for PK-12 teaching staff.	Teaching and Learning Department	Teachers	Ongoing each school year	Updated work on curriculum maps and pacing guides.



# TEACHING & LEARNING

# Teacher Quality

Tactic	Responsible Team	Collaborating Team	Timeline	Evaluation
Implement a structure and process for the District Leadership Team.	Teaching and Learning Department  District Leadership Team		Summer 2024	Completion of three DLT meetings during the 2024-2025 school year.
Complete a data review by the District Leadership Team.	Teaching and Learning Department  District Leadership Team		May 2025	Creation of district-wide goals based on data review.
Implement a structure and process for the Building Leadership Team.	Building Leadership Team		Ongoing each school year	Completion of building data review.
Implement common assessments in core subjects.	Instructional Coaches  Teachers		Ongoing each school year	Quarterly evaluation of assessments.
Survey teachers about content and effectiveness of professional development.	Teaching and Learning Department  Instructional Coaches	Teachers	May 2026	Completion of survey in May of 2026.
Create a professional development team.	Teaching and Learning Department	Instructional Coaches  Teachers	May 2026	Completion of two PD Team meetings before May 2026.

# SAFETY & WELLNESS



## First Responder Partnerships

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

**Measure of Success:** Family survey results

**Strategies:** Enhance safety committee meetings, provide student-focused opportunities



## Mental Health Services

**Goal:** Sustainable school-based services

**Measure of Success:** Staff survey results

**Strategies:** Proactive mental health services, multi-tiered system of supports, two-way communication



## Secure Facilities

**Goal:** Best practices for safe facilities

**Measure of Success:** Staff member survey results

**Strategies:** Embed safety into staff practices, improve efficiency of existing tools



## Student Expectations and Consequences

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

**Measures of Success:** Student survey results

**Strategies:** Consistent language, culture of shared responsibilities, restorative practices



## Training and Drills

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

**Measure of Success:** Student survey results

**Strategies:** Standard Operating Procedures, safety drills for extracurricular activities



# SAFETY & WELLNESS

# First-Responder Partnerships

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

**Objective:**

An increase of 10 percent of families will agree or strongly agree that they are familiar with the district's School Resource Officer program on the 2027 Your Schools, Your Voice survey.

**Strategies**

- Enhance district safety committee meetings with an emphasis on embedding SROs into the creation of SOPs.
- Establish and review positive, student-focused opportunities through the school day with first responders.

<b>Tactic</b>	<b>Responsible Team</b>	<b>Collaborating Team</b>	<b>Timeline</b>	<b>Evaluation</b>
Create mentorship opportunities for at-risk students to connect with positive first responder role models.	Director of Student Services  Building Administrators	Teachers	2025-2026 School Year	End-of-year report from each building on activities conducted during the 2025-2026 school year.
Reach out to Community Relations groups with Madison Twp. and the Sheriff's office to involve the public and staff with police.	Director of Student Services	Director of Communications	Ongoing	Completion of one event each school year.
Develop a mentorship program for students who are interested in first responder careers.	Career Readiness Coordinators  Counselors	Director of Student Services	2026-2027 School Year	Completion of a career exploration event that includes first responder careers during the 2026-2027 school year.



# SAFETY & WELLNESS

# Mental Health Services

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

**Objective:**  
In the 2027 Your Schools, Your Voice survey, 40 percent of staff will say that they have received training to help them support students' mental health and emotional well-being.

## Strategies

- Provide proactive mental health services through evidence-based strategies, approaches, and practices.
- Align mental health services to the multi-tiered system of support model.
- Create a culture of two-way communication, providing opportunities for dialogue and feedback with leadership.

<b>Tactic</b>	<b>Responsible Team</b>	<b>Collaborating Team</b>	<b>Timeline</b>	<b>Evaluation</b>
Establish Tier I norms to empower staff to support students.	Director of Student Services  Director of Special Services	Mental Health Team  Building Administration	2025-2026 School Year	Creation of norms and distribution to staff at the start of the 2026-2027 school year.
Develop resources for staff to cope with job stress and build resiliency.	Director of Student Services  Director of Human Resources	Mental Health Team	By June 1, 2026	Distribution of resources to staff.
Develop age-appropriate peer support programs at each building.	Mental Health Team	Building Administrators  Teachers	By May 30, 2026	Availability of at least one program during the 2026-2027 school year.
Develop guidance for staff to recognize signs of dysregulation in students and available strategies at each building to support students.	Mental Health Team	Director of Student Services	By May 31, 2026	Guidance available to teachers and staff at the start of the 2026-2027 school year.

# SAFETY & WELLNESS

# Mental Health Services

<b>Tactic</b>	<b>Responsible Team</b>	<b>Collaborating Team</b>	<b>Timeline</b>	<b>Evaluation</b>
Develop a plan to provide mental health training to staff.	Teaching and Learning Department  Behavior Specialist	Director of Student Services  Counselors	By May 31, 2027	Implement mental health training for staff for the 2027-2028 school year.
Incorporate mental health and whole child discussions into staff meetings.	Principals  Counselors  Threat Assessment Teams	Director of Student Services  Mental Health Team	2025-2026 School Year	Review agendas to confirm monthly discussion of safety topics at staff meetings.
Develop a Standard Operating Procedure to support students experiencing emotional trauma.	Principals  Counselors  Threat Assessment Teams	Director of Student Services  Mental Health Team	2025-2026 School Year	Availability of professional development opportunities on supporting students experiencing emotional trauma.

# SAFETY & WELLNESS

# Secure Facilities

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

**Objective:**

In the 2027 Your Schools, Your Voice survey, 90 percent of staff members will say that the CW Schools Safety Norms are part of their daily practice.

**Strategies**

- Create a record system to ensure compliance in safety drills and exercises.
- Create a tool to ensure annual vulnerability assessments are completed.
- Ensure district safety norms are part of the daily practice of staff members.

<b>Tactic</b>	<b>Responsible Team</b>	<b>Collaborating Team</b>	<b>Timeline</b>	<b>Evaluation</b>
Solicit feedback from School Resource Officers or their supervisors to complete an After Action Review of safety drills.	Director of Student Services  Building Administrators	School Resource Officers	2024-2025 School Year	Completion of after-action review reports.
Incorporate safety procedures as a discussion point in staff meetings.	Building Administration	Teachers  Staff	2024-2025 School Year	Review agendas to confirm monthly discussion of safety topics at staff meetings.
Revise the annual vulnerability assessment tool to improve efficiency.	Director of Student Services	Principals	By September 1, 2024	Assessments completed using new form by October 1, 2024.
Assign staff to check doors to ensure building security.	Assigned Staff	Principals	By August 20, 2024	Distribution of door check assignments at the start of the school year.
Provide every staff member with a portable copy of the CW Safety Norms.	Director of Student Services  Building Administration	Teachers  Staff	By August 20, 2024	Distribution of CW Safety Norms to all staff at the start of the school year.



# SAFETY & WELLNESS

# Student Expectations and Consequences

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

**Objective:**

The percentage of students who rate the safety and wellness category as a 3 or 4 will increase by 5 percent on the 2027 Your Schools, Your Voice survey.

**Strategies**

- Use consistent language for school rules and procedures.
- Build a culture where students understand their responsibility to themselves, their peers, their teachers, and their community.
- Train staff on restorative practices.

<b>Tactic</b>	<b>Responsible Team</b>	<b>Collaborating Team</b>	<b>Timeline</b>	<b>Evaluation</b>
Annually review and align handbooks across preschool through 12th grades and athletics.	Director of Student Services  Building Administrators	Director of Communications	By June 1 each year	Approval of handbooks by the Board of Education in July annually.
Provide consistent PBIS training to staff across all grade levels.	Director of Student Services		By May 30, 2025	Development of a PBIS training plan for the 2025-2026 school year.
Provide multicultural learning opportunities for students.	Teaching and Learning Department  Teachers	Counselors	By May 30, 2026	One multicultural event scheduled in all schools for the 2026-2027 school year.
Develop a plan for incorporating service learning into the student experience at Canal Winchester Schools.	Teachers  Counselors	Building Administrators	By May 30, 2026	Completion of the service learning plan by May 30, 2026.

# SAFETY & WELLNESS

# Student Expectations and Consequences

Tactic	Responsible Team	Collaborating Team	Timeline	Evaluation
Research restorative practice training options and select a model to provide training to district staff.	Teaching and Learning Department	Director of Student Services	By June 1, 2026	Implementation of training for all staff during the 2026-2027 school year.
Incorporate restorative practice discussion and exercises into staff meetings.	Building Administrators		2026-2027 school year	Completion of restorative practice discussions or activities during quarterly staff meetings at each building during the 2026-2027 school year.

# SAFETY & WELLNESS

# Training and Drills

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

**Objective:**

Increase the number of students who agree or strongly agree that they feel safe at school by 5 percent in the 2027 Your Schools, Your Voice survey.

**Strategies**

- Develop Standard Operating Procedures for safety drills.
- Implement safety drills for extracurricular activities.

<b>Tactic</b>	<b>Responsible Team</b>	<b>Collaborating Team</b>	<b>Timeline</b>	<b>Evaluation</b>
Develop safety scenarios for staff discussions and assessments.	Director of Student Services  Building Administrators	Teachers  Staff	2024-2025 School Year	Completion of scenarios for the year distributed to principals by August 1, each year.
Compile procedures for safety drills.	Director of Student Services	Building Administrators	2024-2025 School Year	Distribution of compiled procedures to building administrators.
Create an after-action review process for drills.	Director of Student Services  Building Administrators		By August 13, 2024	Completion of after-action review process for monthly drills per building during the 2024-2025 school year.
Develop a screening process and implement a no re-entry policy for events.	Principals  Athletics Department	Director of Student Services	By May 30, 2025	Published procedures for events posted to district website by May 30, 2025.
Develop staff capacity to use the Crisis Communications Handbook.	Director of Student Services  Building Administrators	Director of Student Services	By June 30, 2025	Completion of Crisis Communications Handbook review by June 30, 2025.



# SAFETY & WELLNESS

## Training and Drills

<b>Tactic</b>	<b>Responsible Team</b>	<b>Collaborating Team</b>	<b>Timeline</b>	<b>Evaluation</b>
Establish safety norms for extracurricular activities.	Principals  Athletics Department	Director of Student Services	By May 30, 2025	Norms distributed to athletics and activities staff during the 2025-2026 school year.
Establish Standard Operating Procedures for athletic events.	Principals  Director of Communications  Athletics Department	Director of Student Services	By May 30, 2025	Completion of SOPs document for extracurricular activities by May 30, 2025.
Implement an adult supervision policy for preschool through 8th grade students at extracurricular events.	Athletics Department  Principals	Director of Student Services	By May 30, 2025	Communication of supervision policy to families by August 31, 2025.
Develop a form for tracking and scheduling drills that is used by all schools.	Director of Student Services	Building Administrators	May 2025	Completion of the tracking form each year.

# SCHOOL CULTURE



## Communication

**Goal:** Accessible, consistent communication

**Measure of Success:** Family survey results

**Strategies:** Accessible tools and platforms, clear standards and expectations, implement feedback



## Diversity and Equity

**Goal:** Inclusive environment where everyone feels valued

**Measure of Success:** Implementation of an equity work plan

**Strategies:** Intentional plans for diversity and equity, data-driven decisions, clear expectations



## Employee Morale

**Goal:** Intentional and collaborative initiatives

**Measure of Success:** Staff survey results

**Strategies:** External partnerships, budget and plan for appreciation and recognition, implement feedback



## Relationships and Connections

**Goal:** Nurture collaborative relationships

**Measures of Success:** Family survey results

**Strategies:** Welcoming culture for families, be intentional about engaging families



# SCHOOL CULTURE

# Communications

**Goal:** Communication will be accessible, inclusive, and consistent.

**Objective:**

On the 2027 Your Schools, Your Voice survey, 90 percent of families will agree or strongly agree that they are satisfied with communications from Canal Winchester Schools.

**Strategies**

- Make sure communications tools and platforms are accessible
- Create clear standards and expectations for communication.
- Ask for and listen to feedback about how we're doing.

<b>Tactic</b>	<b>Responsible Team</b>	<b>Collaborating Team</b>	<b>Timeline</b>	<b>Evaluation</b>
Implement recommendations from the Internal Communications Committee	Director of Communications  Director of Human Resources	District and Building Administrators	By August 1, 2024	5% increase staff survey results
Establish a Key Communicators Network	Director of Communications		By October 15, 2024	First committee meeting held by October 15, 2024
Develop CW Schools Style Guide to ensure consistency in communications	Director of Communications		By August 1, 2024	Completion of style guide by August 1, 2024
Launch CW ParentSquare Sessions for Families	Director of Communications		By September 30, 2024	First session held by September 30, 2024
Add additional platforms to CW Family Sessions for Technology	Director of Communications  Principals	District Administrators  Technology Department	September 30, By 2025	First session held by September 30, 2025
Create communication norms	Director of Communications	District and Building Administrators	By August 1, 2025	Norms rolled out to all staff by August 31, 2025
Hold 1st State of the Schools Event	Superintendent  Director of Communications	District and Building Administrators	By March 1, 2025	Attendance of 200 at the first State of the Schools.

# SCHOOL CULTURE

# Internal Communications

Committee Recommendations			
Committee Members:			
Tactic	Responsible Team	Collaborating Team	Timeline
Send internal weekly building emails through ParentSquare of district email.	Building Principals	Director of Communications	By August 16, 2024
Create a common practice for calendar events.	Director of Communications Director of Technology	Administrative Team Clerical Staff	By August 1, 2024
Bi-weekly internal newsletter for staff from the district.	Director of Communications Director of Human Resources		By August 1, 2024
Create a staff hub at the district level.	Director of Communications		By August 1, 2024
Develop a guide of who to go to for various functions for internal staff.	Director of Communications Director of Human Resources	District Administrators	By August 1, 2024
Develop guidelines for consistency for Google vs. One Drive.	Director of Communications Director of Technology	District and Building Administrators	By August 1, 2024
Develop guidelines for using all-staff email.	Director of Technology Director of Communications	District and Building Administrators	By August 1, 2024



# SCHOOL CULTURE

## Employee Morale

**Goal:** Employee morale will be enhanced through intentional initiatives and partnerships aligned to employee feedback.

**Objective:**

On the 2027 Your Schools, Your Voice survey, 80 percent of staff will agree or strongly agree that they are valued by the district leadership team.

**Strategies**

- Create external partnerships to celebrate employees.
- Budget and plan for employee appreciation and recognition.
- Ask for and listen to feedback about how we're doing.

<b>Tactic</b>	<b>Responsible Team</b>	<b>Collaborating Team</b>	<b>Timeline</b>	<b>Evaluation</b>
Create external partnerships for employee appreciation	Director of Communications Director of Human Resources	District and Building Administrators	By July 1, 2025	Five external partnerships for employee appreciation by July 1, 2025
Implement CW Schools Staff Appreciation Week	Director of Communications Director of Human Resources	District and Building Administrators	By November 1, 2025	Plan for first CW Schools Staff Appreciation Week completed by November 1, 2025
Introduce CW Schools Staff Proposal Day	Superintendent Treasurer Director of Communications Director of Human Resources	District and Building Administrators	By August 1, 2024	Plan for first Proposal Day by August 1, 2024
Embed culture questions into annual <i>Your Schools, Your Voice</i> survey	Director of Communications Director of Human Resources	District and Building Administrators	By September 15, 2024	Questions included in 2024 survey
Implement recommendations from the Internal Communications Committee	Director of Communications Director of Human Resources	District and Building Administrators	By August 1, 2024	5% increase in staff satisfaction with communications on the 2027 Your Schools, Your Voice survey.

# SCHOOL CULTURE

## Diversity and Equity

**Goal:** We will develop an inclusive environment where every student and staff member is valued and empowered to succeed and the diverse cultural backgrounds of our school community is a strength of the district.

**Objective:**  
Implementation of an equity work plan for the 2024-2025 school year.

**Strategies**

- Create intentional plans for Diversity and Equity work
- Use data to inform decision-making about Diversity and Equity initiatives
- Create clear expectations that emphasize the importance of belonging for all students.

<b>Tactic</b>	<b>Responsible Team</b>	<b>Collaborating Team</b>	<b>Timeline</b>	<b>Evaluation</b>
Re-establish the district DICE committee	Superintendent	District and Building Administrators	By September 30, 2024	First meeting of the district DICE committee by September 30, 2024
Comprehensive data review from an equity lens	Director of Data and Assessment DICE Committee	District and Building Administrators	By February 1, 2025	Completed data review and identification of focus areas by February 1, 2024.
Create an equity work plan for the 2025-2026 school year	DICE Committee	District and Building Administrators	By August 1, 2025	Implementation of plan during the 2025-2026 school year
Establish equity norms for all staff	DICE Committee		By November 1, 2025	Dissemination of norms by November 30, 2025
Implement multicultural calendar	Director of Communications		By August 1, 2024	Distribution of the multicultural calendar to staff before August 20, 2024.
Create customizable toolkits for recognizing cultural and religious events	Director of Communications DICE Committee		By May 31, 2026	Five toolkits available for staff at the start of the 2026-2027 school year.

# SCHOOL CULTURE

# Relationships and Connections

**Goal:** We will nurture collaborative, committed, and compassionate relationships that strengthen connections within our school community.

**Objective:**

On the 2027 Your Schools, Your Voice survey, 90 percent of families will agree that their family belongs at Canal Winchester Schools.

**Strategies**

- Create a culture of welcoming families as partners in their child's education
- Be intentional about including families and students in decision-making

<b>Tactic</b>	<b>Responsible Team</b>	<b>Collaborating Team</b>	<b>Timeline</b>	<b>Evaluation</b>
Implement Family and Community Involvement Recommendations	Director of Communications Directors of Student Services	District and Building Administrators	By August 1, 2024	Implementation of committee recommendations
Create a transition committee to review transition points for students and families in the district and make recommendations to improve the transition experience	Director of Communications Director of Student Services	District and Building Administrators	By March 31, 2026	Committee recommendations made by March 31, 2026
Create a parent and family advisory committee	Superintendent Director of Communications	District and Building Administrators	By October 1, 2024	First meeting by October 1, 2024
Create a student advisory committee at the district level	Superintendent Director of Communications	District and Building Administrators	By October 1, 2024	First meeting by October 1, 2024
Create a student and family advisory committee at each building	Building Administrators		By October 1, 2025	First meeting by October 1, 2025

SCHOOL  
CULTURE

Relationships and  
Connections

Develop customer service practices and expectations for the district.	Director of Communications  Director of Student Services	District and Building Administrators  Clerical Staff	By August 1, 2025	Customer Service guidance finalized by August 1, 2025.
Ensure that all committees required to have a parent/ family representative have a non-staff parent/guardian	Director of Communications  District and Building Administrators		By October 31, 2024	Representative added to applicable committees by October 31, 2024
Review all existing district committees and add a parent or student representative where appropriate	Director of Communications  District and Building Administrators		By October 31, 2025	Representative added to applicable committees by October 31, 2025

# SCHOOL CULTURE

# Family and Community Involvement

Committee Recommendations			
Committee Members:			
Tactic	Responsible Team	Collaborating Team	Timeline
Embed volunteer forms into the back-to-school and enrollment forms	Director of Student Services	Director of Communications	By August 16, 2024
Establish clear safety procedures for volunteering and communicate the process.	Director of Communications Director of Student Services	Administrative Team	By August 1, 2024
Develop guidance for communicating volunteer opportunities.	Director of Communications Director of Student Services	Administrative Team	By August 1, 2024
Create a fund to cover background check costs for low-income families.	Director of Student Services Treasurer	Director of Communications	By August 1, 2025
Develop a customer service plan for district staff.	Director of Communications Director of Human Resources	District Administrators Clerical Staff	By August 1, 2025
Offer volunteer opportunities that appeal to a wide-range of individuals on a staggered implementation schedule.	Director of Communications Director of Student Services	District and Building Administrators	By August 1 each year
Create a four-tiered system of volunteering and communicate requirements and expectations for each level.	Director of Student Services Director of Communications	District and Building Administrators	By August 1, 2024



# OPERATIONS



## Facilities Planning for the Future

**Goal:** Facilities that foster community pride

**Measure of Success:** Facilities plan

**Strategies:** Communicate opportunities for input, maximize space, Master Facilities Plan



## 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

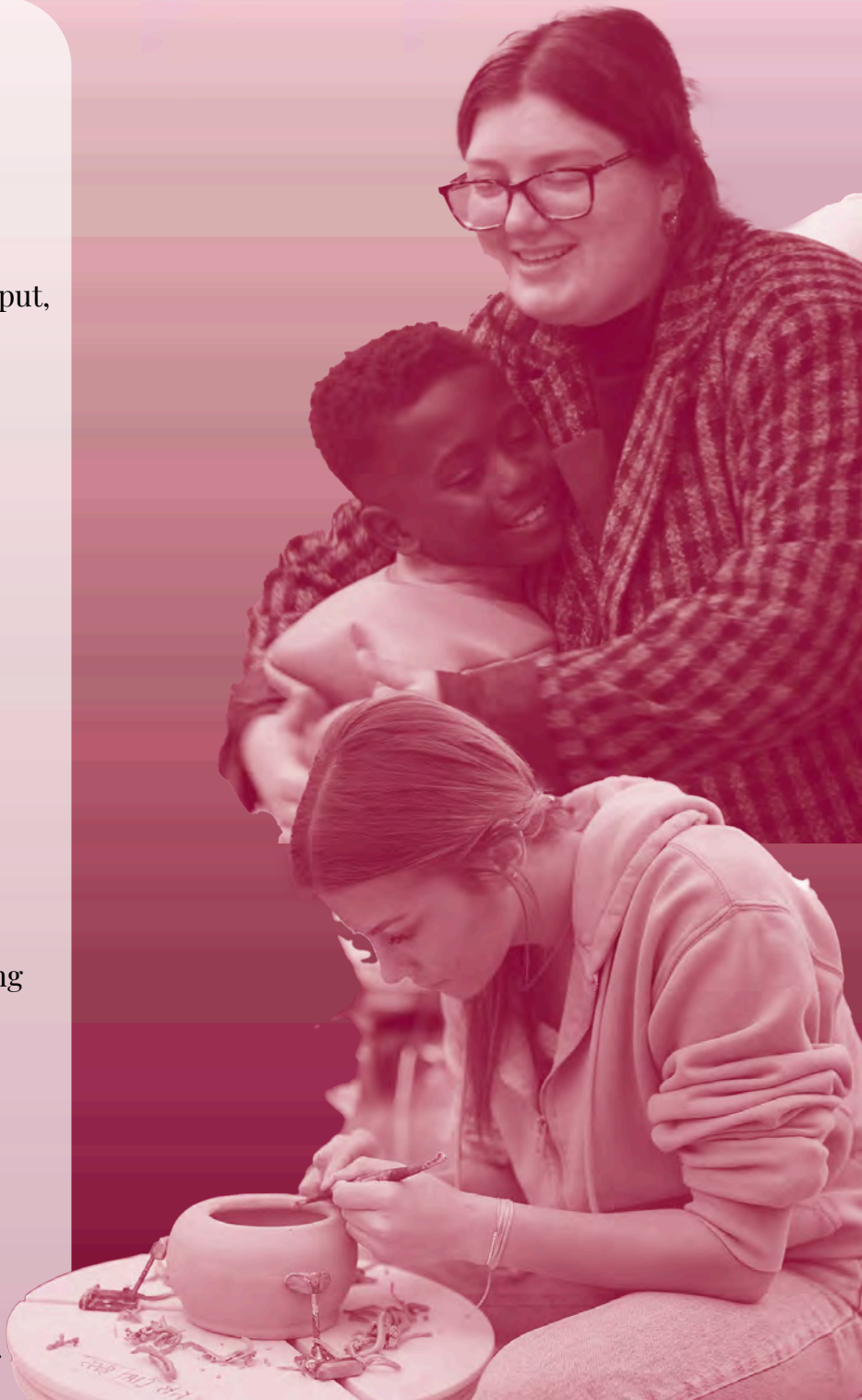


## Transportation

**Goal:** Safe, reliable transportation

**Measures of Success:** Operations Center maintenance plan

**Strategies:** Update Operations Center facility, meet vehicle and staff standards, staff training



# OPERATIONS

# Facilities Planning for the Future

**Goal:** Strategically plan and develop facilities that foster community pride and optimize resources to ensure inclusive spaces for all students.

**Objective:**

At the end of the 2024-2025 school year, the district will have a long-term facility plan developed with input from the community.

**Strategies**

- Communicate and provide opportunities for input to all stakeholders in the community
- Ensure current space is being maximized efficiently
- Create a Master Facilities Plan
- Assess current facilities
- Implement priority facilities projects

Tactic	Responsible Team	Collaborating Team	Timeline	Evaluation
Ensure timely completion of scheduled maintenance in the three-year maintenance plans.	Director of Facilities  Facilities Coordinator	Maintenance Department	By June 30 each year	Completion of planned maintenance projects on schedule.
Update the three-year maintenance schedule annually.	Director of Facilities  Treasurer	Facilities Coordinator  Maintenance Department	By June 30 each year	Updated three-year plan by June 30 each year.
Engage in a formal Master Facilities Plan process.	Superintendent  Treasurer  Director of Facilities		By July 30, 2024	Contract approved by the Board of Education by June 30, 2024.
Create a steering committee to create a plan for focus groups and community meetings.	Superintendent  Treasurer  Director of Facilities	Director of Communications	By August 31, 2024	Plan developed for focus groups and community meetings by July 31, 2024.

# Facilities Planning for the Future

## OPERATIONS

Tactic	Responsible Team	Collaborating Team	Timeline	Evaluation
Implement the community engagement plan for facilities.	Superintendent Treasurer Director of Facilities	Director of Communications	By December 31, 2024	Completion of Facilities Master Plan based on community input.
Conduct a comprehensive assessment of existing facilities.	Director of Facilities	Superintendent Treasurer	By September 30, 2024	Completion of facilities assessment.
Create a task force of district and community stakeholders to develop the Facilities Master Plan.	Superintendent Treasurer Director of Facilities		By October 1, 2024	First Task Force meeting held by October 1, 2024.
Conduct an accessibility audit for existing facilities.	Director of Facilities		By November 1, 2025	Completed accessibility audit by November 1, 2025.
Host community events to showcase completed projects and highlight their impact.	Superintendent Treasurer Director of Facilities Director of Communications		At the completion of Facilities Master Plan	Completion of community event to showcase facility projects.

OPERATIONS

Finances

<b>Goal:</b> Achieve responsible financial management, enhance transparency, and maintain a balanced budget.				
<b>Objective:</b> At the end of each fiscal year, we will have a compliant audit with no findings.			<b>Strategies</b> <ul style="list-style-type: none"> <li>Establish regular channels for communicating financial updates to stakeholders.</li> <li>Enhance transparency through clear and accessible financial reporting practices.</li> <li>Utilize data-drive approaches to develop proactive and realistic budgets aligned with district and educational goals.</li> </ul>	
<b>Tactic</b>	<b>Responsible Team</b>	<b>Collaborating Team</b>	<b>Timeline</b>	<b>Evaluation</b>
Create a dedicated section of the district website for financial information, including budget reports, financial statements, and updates.	Treasurer  Director of Communications	Assistant Treasurer	By December 31, 2024	Completion of financial section of website by December 31, 2024.
Send to the community a mailed newsletter twice a year containing financial information.	Treasurer  Director of Communications	Assistant Treasurer  Superintendent	By November 1, 2024	First newsletter sent by November 1, 2024.
Provide opportunities for direct communication and Q&A sessions on financial matters	Treasurer  Director of Communications	Assistant Treasurer  Superintendent	By July 1, 2025	Schedule created by July 2025.
Standardize financial reporting formats and terminology to facilitate understanding by all stakeholders	Treasurer  Assistant Treasurer	Director of Communications  Superintendent	By July 1, 2025	Review financial reporting formats and terminology by July 2025.

# OPERATIONS

# Finances

<b>Tactic</b>	<b>Responsible Team</b>	<b>Collaborating Team</b>	<b>Timeline</b>	<b>Evaluation</b>
Establish a financial advisory committee including representatives from various stakeholder groups to provide input and feedback on financial decisions.	Treasurer Superintendent	District Administration  Principals	By October 1, 2025	First committee meeting held by October 1, 2025.
Review and update financial policies and procedures to align with best practices and regulatory requirements.	Treasurer Assistant Treasurer	Treasurer's Department	By May 31, 2025	Policies and procedures reviewed and updated by May 31, 2025.
Coordinate budget planning efforts with academic departments and administration to align financial resources with educational priorities.	Treasurer Superintendent  District Administration	Building Principals	By April 30, 2025	Completion of budgets by April 30, 2025.

# OPERATIONS

# Staff Recruitment and Retention

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

**Objective:**

On the 2027 *Your Schools, Your Voice* survey, 90% of staff will indicate they are very likely to recommend Canal Winchester Schools to a family member or friend.

**Strategies**

- Review hiring practices and recruitment strategies to identify areas for improvement.
- Enhance Professional Development and support.
- Collaborate with school districts to increase candidate pools for classified positions.

Tactic	Responsible Team	Collaborating Team	Timeline	Evaluation
Develop a district recognition and appreciation plan annually.	Superintendent  Director of Human Resources  Director of Communications	District Administration  Principals	By August 1 each year	Distribution of the calendar at the start of each school year.
Refine partnerships with local universities and colleges to building recruiting pipelines.	Director of Human Resources	Human Resources Department  District Administrators  Building Administrators	By June 1, 2025	Creation of a guide of local university and college partnerships by June 1, 2025.
Research the possibility of a Grow Your Own Program at CW Schools.	Director of Human Resources  District Administrators	Building Administrators	By February 1, 2025	Recommendation whether to implement a Grow Your Own program at CW Schools by February 1, 2025.
Develop guidelines for marketing open positions	Director of Human Resources	Director of Communications  Superintendent	By December 30, 2024	Marketing guidelines created by December 30, 2024.



# OPERATIONS

## Staff Recruitment and Retention

Tactic	Responsible Team	Collaborating Team	Timeline	Evaluation
Organize recruitment events and job fairs specifically aimed at recruiting diverse candidates	Director of Human Resources  District Administrators	Principals	By June 30 each year	Host Annual Classified Job Fair by June 30 each year
Review the hiring process to reduce time-to-hire and improve candidate experience.	Director of Human Resources	Human Resources Department  District Administrators  Building Administrators	By September 30, 2024	Completion of hiring process review by September 30 annually.
Implement unconscious bias and diversity hiring training for all administrative staff involved in hiring decisions.	Director of Human Resources	District Administrators  Building Administrators	By January 31, 2025	Unconscious bias training completed by January 31, 2025.
Establish and review mentor programs for new hires.	Director of Human Resources	Teaching and Learning Department  Principals  District Administration	By July 31 annually	Implement survey of participants in employee mentorship programs by May 31, 2025.
Create opportunities and channels for open communication and feedback from employees.	Superintendent  Treasurer  District Administrators  Building Administrators		By August 1, 2024	Development of an employee feedback plan by August 1, 2024.

# OPERATIONS

## Staff Recruitment and Retention

Tactic	Responsible Team	Collaborating Team	Timeline	Evaluation
Review onboarding and offboarding processes annually.	Director of Human Resources	Human Resources Department	By August 1 each year	Distribution of the calendar at the start of each school year.
Offer two staff appreciation events each year to provide an opportunity for celebration and camaraderie.	Superintendent Director of Human Resources	District Administrators	By June 1 each year	Completion of one fall event and one spring event each year.
Development of an employee engagement plan at each building.	Principals	Assistant Principals	By August 1, 2025	Completion of building plan and calendar for employee engagement by August 1 each year.
Implement a “stay survey” to assess job satisfaction across all positions.	Director of Human Resources	Human Resources Department	By February 1, 2025	Implementation of the stay survey by February 1, 2025.
Implement an “exit survey” for staff leaving the district.	Director of Human Resources	Human Resources Department	By August 1, 2024	Implementation of the exit survey by February 1, 2025.

# OPERATIONS

# Transportation

**Goal:** Ensure reliable and efficient transportation for students.

**Objective:**

Completion of Operations Center campus facilities plan by May 1, 2025.

**Strategies**

- Update the Operations Center to maintain and properly store buses.
- District will ensure we have the required buses and drivers to meet the need to transport students daily.
- Transportation vehicles will meet and/or exceed the Ohio State Standards.
- Transportation staff will be trained on policies, procedures, and practices.

<b>Tactic</b>	<b>Responsible Team</b>	<b>Collaborating Team</b>	<b>Timeline</b>	<b>Evaluation</b>
Create an annual facility evaluation process for the Operations Center campus.	Director of Facilities Director of Transportation Treasurer Technology Department	District Administration Principals	By November 1, 2024	Completion of the evaluation process by November 1, 2024.
Annually evaluate the need to update or maintain the Operations Center campus.	Director of Facilities Director of Transportation Treasurer Technology Department	Mechanics	By March 1 each year	Expenditure request submitted to the Treasurer each year by March 1 each year.
Ensure all bus purchases have at least two of the recommended safety features listed in the Ohio School Bus Safety Working Group January 2024 report.	Director of Transportation Treasurer		By January 30, 2025 and annually thereafter	Purchase invoice submitted to treasurer's department each year.

# OPERATIONS

# Transportation

<b>Tactic</b>	<b>Responsible Team</b>	<b>Collaborating Team</b>	<b>Timeline</b>	<b>Evaluation</b>
Continue participation in the new driver mentorship program.	Director of Transportation On-Bus Instructors	Bus Drivers Bus Aides	By August 1 each year	Completion of the annual employee evaluation.
Implement New Hire Bus Driver Departmental Onboarding program.	Director of Transportation Director of Human Resources	On-Bus Instructors	By July 1 each year	Record sign-in/sign-out sheet with topics covered, dates, and times, and maintain in transportation employee files.
Complete six hours of in-service training annually for drivers and aides.	Director of Transportation	On-Bus Instructors	By July 1 each year	Record sign-in/sign-out sheets with topics covered, dates, and times, and maintain in transportation employee files.
Create a Student School Bus Safety Curriculum Program in grades K-2.	Director of Transportation Indian Trail Administration	On-Bus Instructors Bus Drivers	By August 1, 2024	Completion of school bus safety curriculum.
Implement in-classroom Student Bus Safety Training in grades K-2 three times per school year.	Director of Transportation Elementary Principals	On-Bus Instructors Bus Drivers Bus Aides	By June 1 each year	Completion of In-classroom training three times each year.
Complete annual evacuation drills and Grade K-3 Bus Safety Training during the first two weeks of school.	Director of Transportation Elementary Principals	On-Bus Instructors Bus Drivers Bus Aides	By the second week of school each year	Completion of evacuation drills and training during the first two weeks of school each year.
Implement in-classroom Student Bus Safety Training for grades 3-5	Director of Transportation Elementary Principals	On-Bus Instructors	By June 1 each year	Completion of In-classroom training three times each year.



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