



Newark City Schools

Strategic Plan

July 2022 - June 2027

Dear Newark City Schools Staff and Community Members,

On July 14, 2022, the Newark City School District Board of Education approved a new mission statement and strategic plan. The last strategic plan was adopted in 2006. Ken Baker, former Executive Director of the Ohio Association of Secondary School Administrators (OASSA), facilitated the process for the district. A group of forty-eight individuals was selected to participate on the committee. The group consisted of a cross-section of district employees, students, parents, and community leaders.

A strategic plan provides us with a “big picture” of where we are, where we are going, and how we are going to get there. It is a five-year plan aimed at improving our district by identifying issues currently impacting our district and deciding on priorities for action. This strategic plan will ensure that everyone is working toward the same mission and goals, while building commitment to the Newark City School District. The plan will help us to stay on track and make future decisions that reinforce our mission.

Our new strategic plan contains eight strategies, each containing specific action plans. A strategy is a goal that has been identified as a major point of emphasis for the district. An action plan is a statement that lists what steps must be taken in order to achieve a specific strategy. The purpose of an action plan is to clarify what resources are required to reach the strategy, formulate a timeline for when specific tasks need to be completed, and determine the parties responsible for the progress of the strategy.

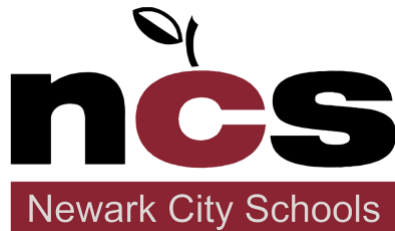
It is important to understand that this strategic plan is a target for the district. Many factors may contribute to whether each strategy or action plan is achieved during the five-year timeframe. It is also important to understand that this plan does not encompass everything that we do as a district. The items contained in this plan were determined to be issues that are timely for our district at this point in time. Our goal is and will always be to help all students reach their full potential and to prepare them for a successful future.

I would like to thank Ken Baker, as well as everyone who served on the strategic planning committee. The two days that it took to develop this plan embodied an environment that was collaborative, fun, and focused on what is best for our students. This process accentuated all of the great things that we have going for us as a district. We now have a road map that will help guide us for the next five years.

Thank you and Go Wildcats!

Sincerely,

David L Lewis
Superintendent



Mission Statement

A Community of Opportunity and Learning

Newark City Schools Strategic Planning Committee • 2022

<p>Elizabeth Abbott – Teacher, Legend Elementary Angie Adkins – Principal, NCS Digital Jen Anthony – A Call to College Cortni Athey – Teacher, McGuffey Elementary Cindy Baker – Principal, McGuffey Elementary Whitney Bobo – Assistant Principal, Newark High Ronni Bowyer – Wellness Coordinator Tim Carr – Board Member Tosha Cooperrider – Teacher, Hillview Elementary Sue Costa – Food Service Christie Devore – Teacher, Cherry Valley Elementary Lauren DeVries – Student Charlotte Erlenbach – Bus driver Megan Evans – Community Leader Taylor Feightner – Preschool teacher Chris Fidler – Student Advocate, Liberty Middle Carrie Firth – Teacher, Liberty Middle School Matt Hazelton – Assistant Principal, Newark High Aaron Head – Teacher, Wilson Middle School Jamie Holderman – Elementary Parent Maura Horgan – Assistant Superintendent Zoey Irizarry-Romero – Classroom Aide, preschool Tyler King – Band teacher, Liberty Middle Scott Koebel – School Counselor David Lewis – Superintendent Jack Mantonya – Student</p>	<p>Megan Martin – Teacher, Carson Elementary Lynn Mason – Teacher, Newark High School Allison Moore – Teacher, Ben Franklin Elementary Cindy Neely – High school parent Amy Norman – Technology Supervisor Dave Oder – Custodian Ali Olasin Scott – Secretary Barbara Quackenbush – Assistant Superintendent Darby Riley – Intervention Specialist, NHS Seth Roy – Communications Coordinator Mark Shively – Director of Classified Personnel Elizabeth Stine – Teacher, Newark High School Julio Valladares – Treasurer Melinda Vaughn – Director of Student Services Kyle Walters – Principal, Heritage Middle Gabe Weaver – Teacher, Heritage Middle Warren Weber – Board Member Denise Wiley – NTA President Ashley Williams – Teacher, John Clem Elementary Gemma Zimmerman – Community Outreach & Special Programs Coordinator</p>
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1 - Teaching and Learning

- We will increase fidelity and accountability of current and new instructional initiatives
 - Conduct regular refreshers, and follow through on providing information and expectations (22-23)
 - Conduct consistent and uniform curriculum meetings (22-23)
- We will exceed the state average graduation rate (Ongoing)
- We will promote educational partnerships with parents
 - Hold (at least) quarterly district or building parent events with emphasis on: Social Emotional Learning; Technology; Academics; and College and Career Readiness (23-24)

2 - District Culture

- We will communicate clearly defined expectations to staff
 - District plans, procedures, and information will be developed and distributed to staff in a consistent and timely manner (22-23)
 - Develop standard practices for customer service with internal and external stakeholders (22-23)
- We will celebrate the success & accomplishments of our students, staff, schools, and district
 - Implement a districtwide Homecoming Spirit Week (22-23)
 - Create an alumni database/association (26-27)
 - Implement a districtwide employee recognition program (23-24)
- We will work to improve employee retention rate
 - Implement exit surveys for employees leaving the district (22-23)
- We will empower staff members with opportunities aimed at improving district culture, climate and moving the district forward
 - Create advisory committees consisting of staff members, parents, students, etc. (23-24)
 - Create opportunities for staff to provide consistent feedback and input (22-23)

3 - Parent and Community Engagement

- We will proactively communicate with parents and community
 - Hold transition or family night meetings with parents during the spring (23-24)
 - Incoming Kindergarten, 6th and 9th grade families
 - We will provide an updated district and building event calendar (22-23)
- We will promote parent engagement

- Continue STEPP (Support and Training Empowering Parents & Professionals) program (22-23)
- Birth-to-age 3 parent education (24-25)
 - Focus on Literacy, math, fine motor, and social skills
- Evaluate staffing and methods for getting parents more involved in their child's education
- We will continue to partner with community organizations, while focusing on new relationships
 - Establish community block parties (23-24)
 - Recognize and celebrate existing partnerships (23-24)

4 - Communications

- We will encourage community and student feedback
 - Survey families and community about current communication practices and future preferences (22-23)
 - Continue using social media to promote and highlight opportunities and events (22-23)
- We will provide effective ways to communicate with families, students and staff
 - Create monthly digital newsletters, both internal and external (22-23)
 - Produce print newsletter at least twice a year (22-23)
 - Utilize a universal calendar (22-23)
- We will promote a consistent brand for the district
 - Establish a communications committee (22-23)
 - Refresh and standardize the district brand (23-24)
 - Logos, colors, mascot, website
 - Utilizing website, social media, newsletters, spiritwear, team uniforms
- We will create guidelines for consistent and clear communication
 - Employees will use district-approved digital means to effectively communicate with audiences (22-23)
 - Provide training for key communicators (23-24)
 - Determine who is responsible for types of communication, how often and which tools to use (23-24)

5 - Facilities, Finances & Operations

- We will maintain and update all equipment
 - Develop a maintenance, upgrade, and replacement plan for all district facilities and equipment (23-24)
- We will develop a plan for the acquisition and upkeep of technology in the district
 - Establish a fund where money is set aside for technology fixes and replacement of broken technology. This is an annual \$500,000 commitment. (22-23)

- Track the yearly cost and revise the amount of money put into the fund based on trends
 - Develop a schedule for the acquisition of devices to refresh the technology in the district. This includes a funding cycle and a fund that supports these purchases. (22-23)

6 - Social and Emotional/Mental Health

- We will create implementation strategies to improve the social and emotional well being of all students
 - Provide districtwide training to staff clearly communicate expectations and strategies (22-23)
 - Provide support with the consistent implementation of the PBIS plan in all buildings (23-24)
 - Provide opportunities for support and accountability (23-24)
 - Survey all staff to determine effectiveness to evaluate challenges and improvements (23-24)
 - Target challenge areas and repeat the process for continued quality improvements (24-25)
 - Inventory of population and programs to meet diversity, equity and inclusion expectations (23-24)
- We will increase community connections with behavioral health organizations
 - Monthly analysis of SEAS data to determine which agencies to partner with (22-23)
 - Invite organizations to SEAS meetings to connect with district employees, develop plans, and provide services to both students and staff (23-24)
 - Incorporate partners into school and community meetings (23-24)

7 - Technology

- We will provide education and support for teachers, students, and families in the use of technology and applications
 - Develop online resources for parents and students with videos showing the use of hardware and applications (23-24)
 - Continue use of technology videos created by the tech department
 - Continue use of applications videos created by the tech department, curricular coaches, teacher leaders, and students
 - Create a streamlined platform for the online resources that is searchable and localized (23-24)
- We will continue to use “testing groups” to evaluate and recommend new purchases
 - Continue to use test groups (parents, leveled students (elementary, middle, high) teachers, support staff) to pilot the use of new technology and applications prior to purchasing and implementation in the district

- Use a survey yearly to recruit participants for the test groups (22-23)
- We will improve technology-focused communication between all stakeholders
 - Develop an organizational matrix to provide a road map and hierarchy so that staff, students, and parents know who and how to contact for technology needs or services (22-23)

8 - Professional Development

- We will provide professional development that is relevant, timely, and high quality
 - District administrators will work together to provide options for Professional Development (22-23)
 - Evaluate the use of monthly late starts for PD and work with staff to determine possible adjustments (23-24)
 - The district will provide staff with on-demand, asynchronous PD opportunities for varied levels of expertise (22-23)
 - Staff input will be requested at least annually to determine future PD offerings (22-23)
 - Staff feedback will be requested upon completion of PD opportunities and will be reviewed in a timely manner for adjustment to future PD opportunities (22-23)
 - For any new initiative, there will be a written implementation plan created so that all involved will receive appropriate training and rationale for the initiative prior to the expected start date
 - The written implementation plan will include the tasks, persons responsible, and materials needed (22-23)
 - Determination will be made in regard to who is best to lead all training (22-23)
 - All training and materials will be received prior to the expected start date of a new initiative or process (22-23)
 - There will be consistency in implementation and follow-through of district initiatives by administrators and those providing PD as documented through agendas (22-23)
 - The district will provide tiered training for guest personnel based on placement and duration of coverage (23-24)