
PCSD

Parma City School District

STRATEGIC PLAN



Contract with our Community

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METHODOLOGY

The development of the Parma City Schools Strategic Plan aimed to gather comprehensive insights from various stakeholders within the district to identify key strengths, challenges and areas of focus. This multi-faceted approach ensured a broad and inclusive perspective to inform the strategic planning process.

Data Collection Methods:

Focus Groups:

Participants: The focus groups engaged a diverse range of stakeholders, including Elementary, Middle and High School Teachers and Staff, Parents and Guardians, Early Education Staff, Classified Staff, Principals and Middle and High School Students.

Format: These sessions were conducted both in person and virtually to accommodate participants' varying schedules and preferences and ensure broad participation.

Objective: The focus groups aimed to provide qualitative insights into each stakeholder group's experiences, perceptions and suggestions, offering depth and context to the district's issues and opportunities.

Individual Interviews:

Participants: In-depth interviews were held with the mayors of the three cities that constitute the district: Seven Hills, Parma and Parma Heights.

Objective: These interviews sought to understand the unique perspectives of local government leaders on the district's role and performance within the broader community context and their vision for the future of education in the area.

Surveys:

Public Survey: A survey targeting parents and community members was disseminated, garnering 807 responses. This tool was designed to capture a wide array of opinions, attitudes and perceptions regarding the district's current state and desired future direction.

Staff Survey: A survey emailed to district staff received 418 responses. This survey aimed to understand the internal perspective on the district's working environment, educational practices and organizational culture.

Data Analysis:

Qualitative Analysis: Responses from focus groups and individual interviews were transcribed and subjected to thematic analysis to identify recurring themes, sentiments and suggestions across the various stakeholder groups.

Quantitative Analysis: Survey responses were analyzed using statistical tools to quantify satisfaction levels, perceived priorities and the demographic distribution of opinions and attitudes.

METHODOLOGY (CONTINUED)

Integration of Findings:

Stakeholder Feedback Synthesis: Insights from the different methods were analyzed to highlight major theme areas, divergent views and unique insights, ensuring a balanced representation of stakeholder voices in the strategic plan.

Strategic Framework Development: The aggregated data informed the development of a strategic framework, addressing key areas such as educational excellence, community engagement, infrastructure improvement and inclusivity.

Conclusion:

The methodology for developing the Parma City Schools Strategic Plan was designed to ensure a comprehensive, inclusive, evidence-based approach to strategic planning. By leveraging a mix of qualitative and quantitative data collection methods, the planning process was enriched with a multi-dimensional understanding of the district's strengths, challenges and opportunities from the perspectives of a broad spectrum of stakeholders. This approach facilitated the creation of a well-informed and community-aligned strategic plan poised to guide the district toward its envisioned future.



STRATEGIC PLANNING IMPLEMENTATION PROCESS

The Strategic Plan is organized to support the three goals which have structured the district's efforts since 2018:

1. Improve Student Achievement
2. Practice Fiscal Responsibility
3. Improve Transparency within and Connection to our Communities

The data gathering and analysis process allowed us to identify one to two Focus Areas within each goal, each leading to appropriate objectives formed from the feedback we received.

A dynamic team of representatives will lead the work within each Focus Area. Teams will consist of:

- One to two members of the Senior Leadership Team
- One to two school administrators
- Two to three staff members
- Two to three parents
- At least one student
- One to two at-large members of our communities

Teams will establish more specific action plans, monitoring systems and timelines for implementation. Teams will meet quarterly and report their work to the Board of Education once per semester.



GOAL



**IMPROVE
STUDENT
ACHIEVEMENT**

GOAL ONE: IMPROVE STUDENT ACHIEVEMENT

FOCUS ONE: STUDENT SUCCESS

Ensure all students achieve their highest academic and personal potential through comprehensive, effective educational programs and supportive services.

Objective 1: English Learners | *Priority Level: Immediate*

Refine and further develop programming and resources for English-learning students.

Objective 2: Mental Health | *Priority Level: Immediate*

Provide additional support to address the mental health, behavioral and social-emotional needs of all students.

Objective 3: Special Education | *Priority Level: Immediate*

Analyze delivery of special education services, accessing input from a wide range of stakeholders to improve the experiences of students with disabilities.

Objective 4: Student Support | *Priority Level: Future Consideration*

Analyze options for students who become credit-deficient and plan for a streamlined approach to ensuring their graduation within four years.

Objective 5: Specialized Programs | *Priority Level: Future Consideration*

Analyze the accessibility of specialized programs and instructional models to ensure that all students in our district have the opportunity to participate in varied learning experiences.

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FOCUS TWO: HEALTHY ENVIRONMENT

Promote a healthy school environment that supports the physical, mental and emotional well-being of every student and staff member.

Objective 1: Consistent Discipline | *Priority Level: Immediate*

Analyze the implementation of discipline policies to ensure consistency across grade-banded schools.

Objective 2: Extracurriculars | *Priority Level: Ongoing*

Improve the quality of extracurricular activities available to all students with an emphasis on consistent opportunities across grade-banded schools.

Objective 3: Nutrition Services | *Priority Level: Future Consideration*

Evaluate and improve nutrition services to ensure the provision of high-quality, nutritious and appealing meals are provided to students.



GOAL

2

PRACTICE
FISCAL
RESPONSIBILITY

GOAL TWO: PRACTICE FISCAL RESPONSIBILITY

FOCUS ONE: FINANCIAL TRANSPARENCY

Maintain and enhance financial transparency by consistently providing clear, accessible and detailed information about the district's finances.

Objective 1: Transparency | *Priority Level: Immediate*

Improve procedures for communicating the financial state of the district to all stakeholders, with an emphasis on informing the broader community.

Objective 2: Alternative Funding | *Priority Level: Ongoing*

Actively seek alternative funding sources to support educational services and maintain fiscal responsibility.

FOCUS TWO: BUILDINGS AND FACILITIES

Develop and maintain safe, welcoming and well-equipped facilities that meet the needs of all students and staff and support effective learning and teaching.

Objective 1: Safety and Security | *Priority Level: Immediate*

Evaluate physical security and overall safety at each property during the school day and for all school-related events.

Objective 2: Comprehensive Analysis | *Priority Level: Ongoing*

Create a comprehensive analysis of existing facilities to pinpoint development, maintenance and/or enhancement needs.

Objective 3: Sense of Urgency | *Priority Level: Ongoing*

Clearly communicate the urgent needs of facilities, engaging the community in discussions and decision-making for necessary improvements and safety enhancements.

GOAL

3

**INCREASE
TRANSPARENCY AND
CONNECTION WITH
COMMUNITIES**

GOAL THREE: INCREASE TRANSPARENCY AND CONNECTION WITH COMMUNITIES

FOCUS ONE: EXCELLENCE IN SERVICE

Cultivate a high-performing, efficient and accountable organization that provides excellence in service to all stakeholders, including staff members, families and students.

Objective 1: Transportation | *Priority Level: Immediate*

Provide safe, reliable and on-time transportation services.

Objective 2: Staffing Processes | *Priority Level: Ongoing*

Sustain a high-quality workforce through the refinement of procedures and timelines designed to bring efficiency and stability to staffing processes.

Objective 3: Communication Technologies | *Priority Level: Future Consideration*

Evaluate and modernize technological applications to enhance communication with families about both student academic progress and operational aspects, such as transportation and nutrition services.

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FOCUS TWO: CULTURE OF COMMUNICATION AND COLLABORATION

Foster a vibrant culture that celebrates district achievements and facilitates open, effective communication among school community stakeholders.

Objective 1: Analyze Current Communication | *Priority Level: Immediate*

Evaluate and refine external communication efforts to increase transparency, bolster community support and develop a strong district identity.

Objective 2: Website | *Priority Level: Immediate*

Upgrade the district website to ensure it meets user needs effectively, enhancing access to information and community engagement.

Objective 3: Partnerships | *Priority Level: Ongoing*

Identify and develop or strengthen mutually beneficial partnerships with a wide range of organizations and individuals from the community.

Objective 4: Boardsmanship | *Priority Level: Ongoing*

Board of Education members participate in workshops and other professional development opportunities to foster deeper connections among themselves and within our communities.

Objective 5: Communication Protocols | *Priority Level: Future Consideration*

Establish standardized protocols to improve operational efficiency and clarity as staff members communicate with both internal and external stakeholders.





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