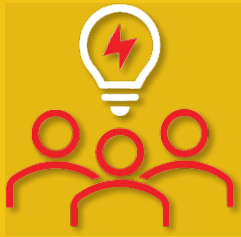




**Brecksville-
Broadview Heights
City School District**



**Establishing our Mission,
Vision, Core Values**



**Monitor, Examine, and
Evaluate**

STRATEGIC PLANNING PROCESS

for the
**BRECKSVILLE-BROADVIEW HEIGHTS
CITY SCHOOLS**

2024-2027

PROTECTING THE BANNER OF THE BBHCSD



***Our Guide to
Planning the Process...***



STRATEGIC PLANNING PROCESS OVERVIEW

Plan the Work and Work the Plan

**November
December
2023**

Plan the
Planning Process

**January 17th,
23rd, 30th
February 13th,
27th**

- Board of Education engagement session
- HS/MS Staff engagement
- ES Staff engagement
- Community Engagement session
- A-Team S.W.O.T. Analysis

**March 26th
2024**

- ATeam Mission Statement Re-eval.
- CMOR Delivers Values Report
- Survey into Field

**April 30th
2024**

- ATeam Vision Statement Re-eval.
- CMOR Delivers Survey Results

**May 28th
2024**

ATeam Areas of Focus
identified & transitioned
into S.M.A.R.T. Goals

Action Steps for each
S.M.A.R.T. Goal authored
for year 1-2-3

**June
2024**

**July
August
2024**

Draft Plan finalized, socialized
with ATeam, and final review
at Admin retreat

What the BBHCSD will have when completed:

- Clear Mission, Vision, Values, Goals
- Reliable, scientific data regarding the BBHCSD
- A school family who feels engaged and informed
- A Key Communicator group for Superintendent Harrison

**October
2024**

- State of the Schools
- Public Overview of Strategic Plan

**September
2024**

Draft Plan
submitted to BOE
for adoption.

STRATEGIC PLANNING PROCESS

Stakeholder: Board of Education

Reflective Questions

Our Board of Education is crucial to the success of our district's strategic plan. As elected representatives of the families residing within district boundaries, members of the Board of Education seek guidance from constituents, listen to feedback from all stakeholders, and ensures that the plan remains accountable. Detailed below are the actionable steps our Board of Education will consider for their role in this process:

Establishing our Mission, Vision, Core Values



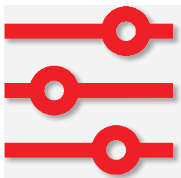
- *Who are your district stakeholders?*
- *Are all your stakeholders represented in your mission, vision, core values, and goals?*
- *How are the vision, mission, core values, and goals shared with all stakeholders?*
- *What expectations or outcomes exist for the treasurer and superintendent?*
- *How often does the Board receive and provide feedback aligned to the plan?*
- *How does the Board of Education create clarity of the vision, mission, core values, and goals?*

Monitor, Examine, and Evaluate



- *How often does the Board of Education send and receive feedback?*
- *What data assists the Board of Education in monitoring progress?*
- *What reports can the treasurer and the superintendent provide the Board of Education?*
- *What are the success criteria for each goal in your department/building?*
- *What channels of meaningful two-way dialogue exist for stakeholders?*
- *What are the timelines for monitoring?*

Learning, Changes, Adjustments, and Implementation *(Questions to be answered at a later date)*



- *What has the Board of Education learned about the district since establishing the plan?*
- *What changes have been observed in the treasurer and superintendent's actions?*
- *How have successes and concerns been shared with appropriate stakeholders?*
- *What adjustments has the Board of Education made after receiving feedback?*
- *How has the Board of Education determined appropriate timelines for plan changes/adjustments?*
- *How will the Board of Education ensure the change process will continue through the plan cycle?*

STRATEGIC PLANNING PROCESS

Stakeholder: The A-Team, District Administrators



District administration of the BBHCSD, known as the A-Team, will utilize feedback from the community and staff information forums and the Board of Education regarding values, to develop important components of the strategic plan and the planning process for our district. Those components include the S.W.O.T. Analysis, finalization of Mission and Vision, Goals, and Action Steps. The A-Team will combine their respective and valuable day-to-day experience with necessary strategic direction for this plan by accomplishing the following tasks:



S.W.O.T. Analysis: February 2024

The District's A-Team Will:

- Clearly determine a Current State Assessment (C.S.A.) of the BBHCSD by considering material internal and external factors
- In terms of strengths, identify the internal factors which make us better than our competition
- In matters of opportunities, determine the external factors in which the BBHCSD should invest
- In terms of weaknesses, outline the internal factors which are impeding the BBHCSD from greater success
- In matters of threats, share the the external factors that the BBHCSD must minimize



Mission and Vision Development: March/April 2024

The District's A-Team Will:

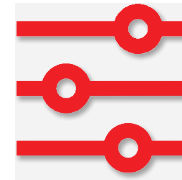
- Thoughtfully consider why the BBHCSD exists as an organization
- Develop a statement which is clear, inspiring to stakeholders, and sustainable for the long-term
- Answer the proverbial question, 'where the BBHCSD sees itself 3-5 years in the future?'
- Draft a vision statement that is aspirational, descriptive, audacious, and community-oriented



S.M.A.R.T. Goal Development: May 2024

The District's A-Team Will:

- Understand the S.M.A.R.T. lens through which the areas of the focus for the BBHCSD will emerge
- Conduct a comprehensive audit of the BBHCSD's Areas of Focus, sort and prioritize
- Once identified, determine aspirational goal-statements for each Area of Focus, brainstorming time frames for accomplishment and Most Accountable Persons
- Transform Areas of Focus successfully into S.M.A.R.T Goals
- Ultimately, prioritize those S.M.A.R.T. Goals which are accomplishable in the next 3- 5 years



Developing Action Steps for Each Goal: June 2024

The District's A-Team Will:

- Thoroughly assess each S.M.A.R.T. Goal through a comprehensive filter to ensure achievement
- Each goal will be assigned a Most Accountable Person or Team who will be responsible for ensuring its achievement
- Each goal will be assigned a time frame for milestones and benchmarks in order to ensure its achievement
- Each goal will be require to have a step-by-step method of accomplishment
- Identify any outside or additional resources that are required to ensure its achievement



STRATEGIC PLANNING PROCESS

Stakeholder: Teachers/Staff

Teachers and Staff provide the most critical feedback during the strategic planning process, as their input directly emerges from the day-to-day responsibility of educating our community's children. Each building will have the opportunity to share feedback that will serve as a cornerstone to the overall planning process, by providing a sense of what we as a district should value, your impression of our strengths and weaknesses, and what intended outcomes our school family should pursue.

Teachers and Staff Will Help Identify:

Values and Core Beliefs

- Teachers and Staff will be asked to identify why they entered the profession of education in the first place, to consider what is important to them about their careers, and what individually, they would like to be known for, as educators.
- From there, Teachers and Staff will be asked to contemplate what invigorates them most about education in the Brecksville-Broadview Heights City Schools.
- On the flipside, Teachers and Staff will be asked to contemplate what disappoints them the most about their work in the Brecksville-Broadview Heights City Schools.
- During difficult decisions, when dealing with students or parents, what standards or beliefs are interpersonally invoked to reach a solution?
- How would the BBHCSD go about communicating its core values to the community, if the matter were up to you?
- Teachers and Staff will be asked to elaborate and identify in systematic ways what values should be instilled in the Brecksville-Broadview Heights City Schools.

Direction to Administration

Strengths and Weaknesses in the BBHCSD

- Teachers and Staff will be asked to consider where they view the BBHCSD today, and where they think we as a district is capable of headed.
- Teachers and Staff will be asked to contemplate what the top three weaknesses are in the BBHCSD.
- As a follow up, they will be asked what can be done to improve, mitigate, or altogether prevent these weaknesses from occurring in the future.
- In matters of strength, Teachers and Staff will be asked to list what they believe the top strength of the BBHCSD to be, and why they feel this way.
- Teachers and Staff will also be asked to consider the external factors of opportunities and threats to the BBHCSD, and elaborate on what can be done to invest in the former and minimize the latter.

Intended Desired Outcomes

- Teachers and Staff will be asked to consider what an ideal-version of the BBHCSD looks like, if there were no limitations.
- In terms of areas of "big-picture focus," Teachers and Staff will have the opportunity to share what aspects of district-life should receive the most attention.
- Teachers and Staff will be asked to consider, how each would individually go about building consensus for their respective desired outcomes.



STRATEGIC PLANNING PROCESS

Stakeholder: Community-at-Large

The BBHCSD Strategic Plan will be community-based and crafted through meaningful engagement, open communication, and active participation. Through meetings, survey research, and opportunities to share feedback, the community will play a significant role in identifying the values and core beliefs of our school district. Below, readers will find the ways in which the community will be engaged in formulating our strategic planning process.

Opportunities for Community Engagement, Input, and Collaboration

Community Engagement FORUM

To be held late January/Early February 2024

- Superintendent Harrison contextualizes the value of strategic planning and the importance of community input.
- Information-gathering professionals will facilitate a 1-hour discussion, underscoring the qualitative significance of their opinions.
- The full group will divide into smaller groups for a series of information-gathering activities.
- Small group activity-time will prompt input leading to the creation of our school district's core values.
- Small groups will identify a spokesperson, and prioritize their feedback.
- The full group will reconvene for share-out reports from their respective small groups.
- Explanation of the upcoming scientific survey will take place.
- Superintendent Harrison will conclude the community engagement forum.

Scientific Community Engagement SURVEY

To be conducted during March/April 2024

- The district's information gathering professionals will conduct a scientific survey in the community for the purpose of understanding the important issues among our school family and interpret those results to district leaders.
- The survey will be web and phone based, take approximately 15 minutes to complete, and include 15-20 questions of academic, co-curricular, values, and perceptive nature.
- The survey will only require approximately 400 respondents to achieve a confidence level of 95% and margin of error of +/-5%.
- Questions for this survey will be directly informed by the Community Engagement FORUM which will take place 1-2 months prior to the survey going into the field.
- The results of this survey will be used by the district's administrative team to formulate a renewed mission, vision, and goals for the next 3-5 years.
- Since all citizens will not participate in the community engagement survey, a district-sponsored online survey will take place in May 2024 and will remain open for community feedback throughout the month.

Creation of BBHCSD KEY COMMUNICATORS COMMITTEE

Start of the 2024-2025 School Year

- As another form of community engagement, Superintendent Harrison will form by-invite and also through inquiry, the creation of a KEY COMMUNICATORS committee.
- The purpose of this committee will be to meet with and engage the Superintendent on a regularly, quarterly basis in a formal setting to receive important updates about the district.
- Members of this committee will also be able to ask questions of the district, and engage with one another.
- One intended outcome of the creation of this committee will be to create a vehicle of communicators within the community about the good news of the BBHCSD.
- Individuals interested in being on the KEY COMMUNICATORS committee should send an email of inquiry to Superintendent Harrison at harrisonj@bbhcsd.org.

Annual State of the Schools PUBLIC PRESENTATION

October of Each School Year

- As a way of creating an annual venue for the public to learn about the State of BBHCSD, a routine, annual State of the Schools presentation will be delivered every October during the school year.
- The purpose of the presentation will be to update the community on the progress of accomplishing the goals of the Strategic Plan and fulfillment of its vision.
- The State of the Schools will be hosted onsite, and open to the community-at-large.
- The State of the Schools will also be videotaped and posted on the district's You Tube channel.



STRATEGIC PLANNING PROCESS

Stakeholder: Students

Top to bottom review

Strategic Planning for the Brecksville-Broadview Heights City Schools will unquestionably seek the counsel and input of students both present and past to help guide and inform decisions about our future. This strategic planning process will capitalize on current and existing opportunities in addition to creating new venues to collaboratively seek input from our most valuable stakeholders, our children. With the intention of helping produce quality human beings who will constructively impact a global society, the strategic planning process will seek student input in the following ways:

Present and Past Student Stakeholder Input for the Strategic Planning Process

Connection with Recent Graduates of the BBHCSD

- The BBHCSD is very interested in the viewpoints and feedback of recent graduates to inform future decisions and milestones.
- Beginning in the Spring of 2024, and recurring on an annual basis, the administrative team will survey recent graduates in order to evaluate the strengths and weaknesses of their experience in the BBHCSD.
- District leadership will conduct this exit-interview in order to help positively shape and improve the total student experience among our school family.
- Data from these surveys will be reviewed by administrators and shared with the Board of Education as a continued method of monitoring progress.
- Ultimately, the BBHCSD intends to use recent graduate feedback as a collaborative tool for connectedness, and to help improve the overall student and staff experience in our district.

Superintendent's Student Based Key Communicators Group

- The BBHCSD has a group of students which routinely convene to provide valuable insights to the Superintendent, which is comprised of 5th through 12th graders.
- Part of this group's mission will be re-commissioned into a valuable input seeking tool to help direct the administration on key issues and areas of focus, in addition to its current mission to inform the Superintendent on perceived pressing needs of the student body.
- Students will be asked to share thoughts on mission, vision, and goals of the district during the spring of 2024.
- On an ongoing basis, students will be invited to review and monitor the progress of the Strategic Plan.