Wickliffe City School District
Plan of Action
2025-2029

Introduction:

In August of 2014, the district began the process of developing a five-year strategic plan. The plan included an audit of quantitative data including a review of data from the previous five years. The district conducted staff focus group meetings, community focus group meetings, student focus group meetings, and business focus group meetings to gather qualitative information about the district and its programs. As a result of the data analysis and focus group meetings, the district developed and approved a strategic plan. The plan commenced in 2014 and is in place through June 2019.

In October 2018, the district began the process of reviewing and revising the plan. As in the 2014 plan, an analysis of quantitative data was completed. The review included data from: state testing, ACT/SAT results, Advanced Placement test results, progress monitoring tools, special education audits, attendance information, and school discipline actions. In addition, the district examined the newly created Ohio Department of Education Strategic Plan, and National Clearinghouse information from Wickliffe and Lake County.

In September of 2024, the district commenced a review of the plan. As in the previous plans, an analysis of quantitative data was completed. The review included data from: state testing, ACT/SAT results, Advanced Placement test results, progress monitoring tools, special education audits, College Credit Plus classes, attendance information, economic factors, and school discipline actions. Additionally, staff, community, and student focus groups were conducted to gather qualitative information.

Since the inception of the Strategic Plan in 2014, over 300 people participated in student, staff, and community focus groups. In total 39 focus groups have been conducted to help inform the plan. The information collected through the qualitative process was combined with the data collected in the quantitative process, and the information was used to inform the 2025-29 plan.

The mission, vision, and goals have not changed from the previous plan. Specific goals and action steps have been revised, modified, and/or changed to reflect the needs of the district and the expectations of the community.

Mission

- The Wickliffe City School District: Inspiring Students to Learn, Lead, and Serve

Through the strategic plan we will work to support and achieve the mission of the District.

Vision

The Wickliffe City School District will be an exemplary district. To that end, the District will:

- Develop a strategic growth plan that will serve as its guidance document for the vision. The plan will be based on an ongoing review of quantitative and qualitative data, educational and workforce trends, and the needs of the students and the community. The plan is focused enough to be implemented and evaluated, and broad enough to meet the changing needs of its stakeholders.
- Provide students with a core curriculum complemented with a variety of elective courses and extra-curricular activities. This program will stimulate intellectual curiosity, require students to demonstrate that they have learned how to learn, and enables them to become productive and effective citizens.
- Recognize the importance of each individual student by facilitating each student's transition to and through high school, providing the information and support that enables the individual to develop appropriate educational and career goals, and will monitor the academic, behavior, and emotional progress of each student.
- Recruit, hire, and retain individuals with exceptional skill in their field, true passion for the work of education, and extraordinary compassion for people.
- Provide continuous professional development to staff so that they will continue to develop their skills in the ever-changing nature of their work.
- School is a joyful place that provides a warm, inviting, and safe environment. Students will enjoy their school experience, and develop a sense of pride in their school and community.
- Recognize the importance of establishing effective partnerships with the larger community (parents, residents, businesses, governmental agencies, and other organizations) and will work to partner with these groups to improve the educational program and the community.
- Recognize that the benchmark for success is student learning, shown by achievement, conduct, citizenship, and character.

Goals and Action Steps

1. Improve student achievement as it relates to academic learning with emphasis on creating "future ready" students. Students will graduate from the Wickliffe City School District prepared for success in the chosen career path, be it higher education or alternate advanced training.

Action Steps Related for Goal #1

- Ongoing development and implementation of the principles of Universal Design for Learning.
    - Engagement
    - Representation
    - Action and Expression
- Expansion of the Student Ten Year Plan.
    - Development of internship programs including a formal internship class.

    - Implementation of an entrepreneurial program with the focus on developing an entrepreneurial mindset in grades 3-4.
    - Ensure all students have "outside of school experiences" as part of their school program.
    - Develop partnerships with businesses and agencies to include all "in-demand" career opportunities.
    - Workforce and Career Development.
    - Increase project-based learning opportunities for students in all grades.
    - Offer students leadership program opportunities (i.e. Leadership Lake County, United Way Youth Leadership).
    - Expand Career Technical Education experiences to include more opportunities for students. Develop partnerships with school districts outside of the Lake Shore Compact.
- Increase offerings related to technology
    - Provide more and greater variety of access to technology to all students.
    - Expand the STEM program beyond the middle school.
    - Connect students to technology opportunities outside of the classroom.
    - Technical Literacy, especially in the areas of artificial intelligence, virtual reality, cybersecurity, and appropriate/ethical use of technology.
    - Integrate how resources are evaluated for accuracy, reliability, and appropriateness.
- Improve K-12 mathematics program and student outcomes. Major point of emphasis.
    - Provide professional development and materials to teachers that assist them in creating a premier math program.
    - Create math benchmarks at each grade level and set reasonable, manageable, and attainable goals for students to achieve.
        - The benchmarking process will occur quarterly.
        - Use all benchmarks to inform teaching.
    - Implement progress monitoring programming in math.
- Continue literacy work to ensure all students can read, write, communicate, and understand others at grade level and beyond.
    - PK-3 focus on fundamental literacy skills
    - 4-8 focus on mastering fundamental skills
    - 9-12 emphasis on advanced skills
    - Literacy programming includes:
        - Writing
            - Expository
            - Descriptive
            - Persuasive
            - Narrative
            - Technical
        - Reading
            - Fiction
            - Non-Fiction
            - Technical

        - Speaking
            - Conversational
            - Public
            - Speaking Skills
        - Listening
            - Active Listening
                - Obtaining information
                - Understanding
                - Pleasure
                - Learning
        - Actively engage with the Science of Reading (SOR) and ensure all teachers are appropriately trained and the implementation of SOR is done with fidelity.
- Increase programming leading to college credit
    - CCP
        - On Campus and at college campuses.
    - Offer Advanced Placement where CCP is not available
    - Flexible Credit Options
- Promote the Humanities
    - The Arts
    - Relationship Building
    - Life Skills
    - Use of recreational and "free" time
    - Expansion of language options
- Invest in professional development programs that emphasize:
    - Instructional Strategies
    - Working with students with difficulty
        - Under Resourced Students
        - Students with a Trauma History
        - Students with Behavioral Challenges
        - Students from Difficult Environments
- Continue the development and effectiveness of the DLT, BLT, and TBT.
    - Emphasis on data collection and analysis that can be translated to practical use.
    - Create an accountability system for all to improve team outcomes.
- Develop a system to provide services to students outside of the traditional school day, year, and environment.
    - Use the Family Resource Center to improve student outcomes.
    - Study flexible scheduling, programming, and environments to meet the needs of students and staff.
    - Use outside resources to deliver instruction, content, and programming to students that is aligned with developing future ready and successful students.
- Examine grading practices to ensure that grading is reflective of student learning.
    - Engage in a study of assessment (Formative, Summative, Diagnostic, Interim, Timed, Project-Based, Thematic, all others).

    - Create a consistent process for assessment and grading.
- Examine the daily schedule to maximize learning time
    - Consider:
        - The daily schedule
        - Starting and ending times
        - Differences between Lower and Upper School schedules
- Create opportunities for staff to learn, grow, and engage in new programs and programming.
    - Create flexibility for staff to take well-thought-out risks.
    - Continue to use pilot programs to grow curricular programs.
    - Coordinate with outside agencies to offer opportunities for students.

2. Expand the District's community engagement program. The program will serve to inform the community about the district, highlight the good news about the district, and tell the district's story through a variety of mediums.

Action Steps for Goal #2

- Expand use of social media.
    - Teach community members how to effectively use social media channels for accurate and timely information.
    - Simplify the use of social media for the community.
        - Minimize the number of social media outlets community members need to use to communicate effectively with the district, schools, and staff.
- Keep all communications media up to date.
    - Create a regular schedule of required updates to:
        - The Website
        - Social Media Outlets
        - Print Information
- Conduct regular and timely community meetings related to topics pertinent to the district, its students, and the community.
    - All buildings and the district will conduct a minimum of one community meeting per quarter.
        - The topics will be determined in advance by the individual building BLT and/or by the DLT.
- The Campus of Wickliffe will communicate at least twice a month with parents/families.
    - Communication may be via
        - Telephone
        - Email
        - Paper
        - Approved Social Media Outlet
- All departments will communicate with parents/families at least once per month
- The District will work actively with local media
    - Newspaper
    - Electronic

        - TV
        - Radio
        - Internet
        - Social Media
- Emphasize communication with underserved populations:
    - New students/families to the district
    - Residents without children in school
    - Students/Families with limited access to technology

3. Improve and maintain physical facilities to meet the learning demands of students and demonstrate excellence in operations and financial accountability.

   Action Steps for Goal #3

- The Campus of Wickliffe was completed in the summer of 2023 and maintenance of the physical plant is a priority for the district.
    - Ongoing review of the facilities to ensure they are being used most effectively and efficiently. This may include:
        - Using teaching stations in an evolutionary manner to assure maximum value.
        - Create flexible and portable teaching spaces.
    - Ensure that the Campus of Wickliffe is clean and sanitary.
        - Provide training to custodians and cleaners.
        - Regular oversight and evaluation of the facility.
        - Maximizing the use of equipment, technology, and human resources.
        - Work with third party vendors to ensure the best and most cost-effective supplies and equipment are used.
- Maximize district resources to offer students an educational experience that prepares for their future.
    - In service to the community, all financial decisions are made with a focus on student learning and fiscal accountability.