

STOW-MUNROE FALLS CITY SCHOOLS

# STRATEGIC PLAN 2026-2031

Board of Education Adoption 8.3.26




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# LEADERSHIP

## Board of Education

***January 1-December 31, 2025***

**Dr. Pamela Wind,** President
**Kari Suhadolnik,** Vice President
**Antoinette East-Jenkins,** Member
**Mike Sheehan,** Member
**Tina Merlitti,** Member

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***January 1-December 31, 2026***

**Jason Whitacre,** President
**John Moyer,** Vice President
**Tina Merlitti,** Member
**Mike Sheehan,** Member
**Kari Suhadolnik,** Member

## Leadership Team

**Dr. Felisha Gould,** Superintendent
**Kristen Prough,** Assistant Superintendent & Director of Special Services

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**Iisha Collier,** Curriculum Supervisor (K-6)
**Sarah Hegnauer,** Public Relations Supervisor
**Mike Love,** Director of Human Resources
**Julie Miller,** Curriculum Supervisor (7-12)
**Eric Soltis,** Treasurer
**Mark Treen,** Director of Operations



# OUR VISION

Every student is valued, empowered to discover their strengths, prepared to lead, contribute, and succeed.

We inspire, challenge, and support every student through meaningful experiences, high expectations, and strong relationships throughout their school experience.

# OUR MISSION

## EXPERIENCES

Meaningful opportunities that spark curiosity and fuel growth

## EXPECTATIONS

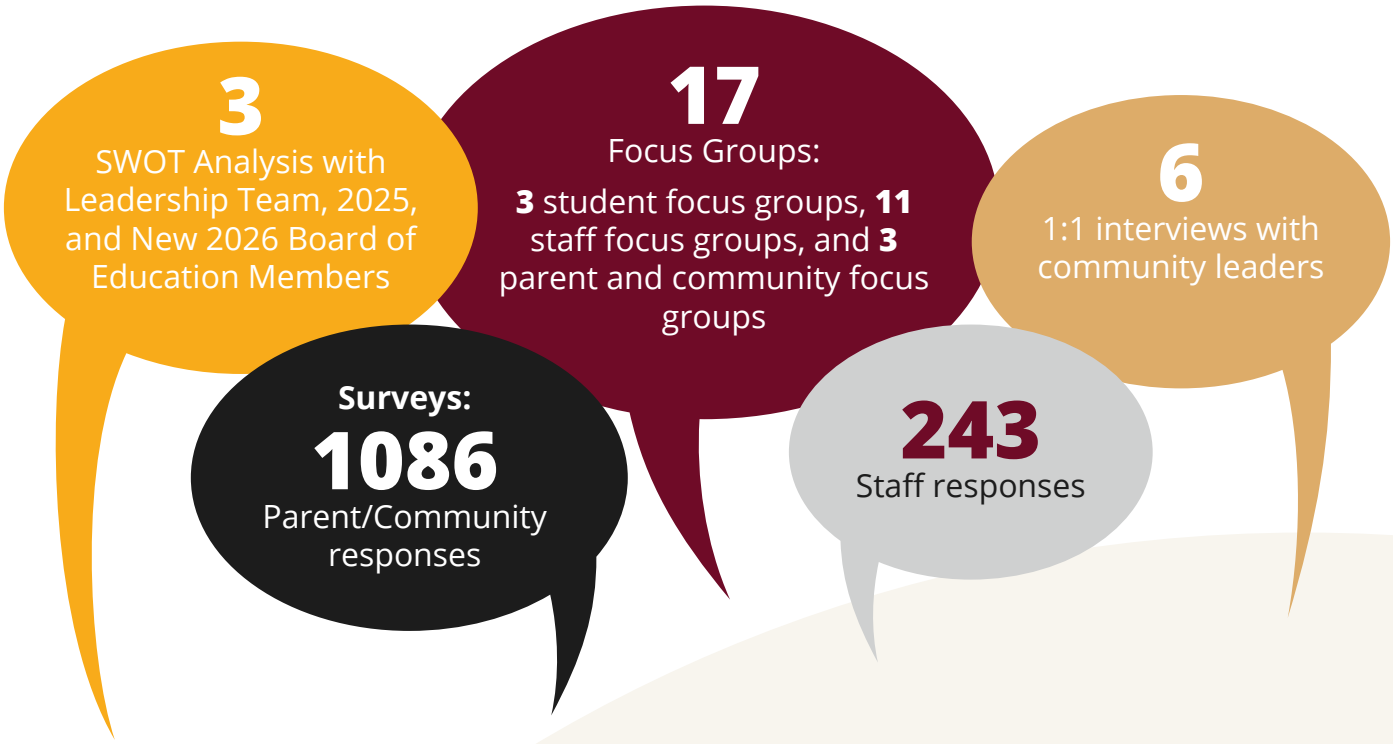
High standards that empower every student to reach their full potential

## RELATIONSHIPS

Strong connections that strengthen community and belonging

INSPIRE • CHALLENGE • SUPPORT

# STRATEGIC PLAN PROCESS




## With Gratitude

The Stow-Munroe Falls City School District leadership team extends our heartfelt appreciation to the students, staff, parents, community members, and administrators who generously shared their time, perspectives, and insights throughout our strategic planning process.

This plan was shaped through meaningful engagement across our school community. Through conversations, focus groups, interviews, and surveys, hundreds of voices helped us better understand what matters most to those who care deeply about our schools and our students.

Your thoughtful feedback, ideas, and honest reflections helped guide important discussions and shape the direction of this plan. We are grateful for the openness and commitment our community demonstrated throughout this process.

Thank you for partnering with us to help shape the future of Stow-Munroe Falls City Schools and for your continued support of our students and schools.

With gratitude,

Stow-Munroe Falls City School District Leadership Team

# SUPERINTENDENT MESSAGE

Dear Stow-Munroe Falls City School District Community,

It is my distinct honor to share our new Strategic Plan, the result of hundreds of voices coming together to shape the future of our schools. This plan was built through a thoughtful, inclusive, and collaborative process that ensured students, staff, families, and community members had a real voice in guiding our path forward.

Over the past several months, we engaged in a thoughtful and collaborative process to listen, learn, and gather insight from across our district. Through focus groups with students, staff, and community members, one-on-one conversations with local leaders, and more than 1,300 survey responses, our community helped shape the priorities that will guide our work moving forward. I am deeply thankful to everyone who took the time to share their ideas, perspectives, and hopes for our schools.

This Strategic Plan is not merely a symbolic document. It is a living, actionable guide designed to drive meaningful progress, with clear benchmarks for success and accountability measures to track our growth. Every goal, from enriching student learning experiences to supporting staff well-being, fostering safe and welcoming schools, improving facilities, and maintaining responsible financial stewardship, is tied to tangible actions that directly benefit our students and move our district forward.

> **I am deeply grateful to everyone who participated. Your honesty, ideas, and insights have helped to create a plan built on a shared vision of excellence and opportunity for every student.**

Thank you for partnering with us and for your continued support of our students and schools. I look forward to working together as we turn this ambitious Strategic Plan into a bright reality.

Warm Regards,

Dr. Felisha Gould
Superintendent
Stow-Munroe Falls City School District



# GOAL 1

## STUDENT LEARNING EXPERIENCES

Advance our academic excellence by ensuring every student has access to engaging, purposeful, and inclusive learning experiences that deepen understanding, cultivate critical thinking, and empower them to lead in a rapidly changing world.

# GOAL 1 STUDENT LEARNING EXPERIENCES

### OBJECTIVE 1.1
### STRENGTHEN VERTICAL ALIGNMENT AND CROSS-BUILDING COLLABORATION

Create structured opportunities for teachers and staff to regularly work together across grade levels, schools, and subjects so that learning follows a logical progression from year to year, expectations remain clear, and all students have a consistent K–12 learning experience.

### OBJECTIVE 1.2
### REFINE ASSESSMENT AND DATA PRACTICES

Strengthen teaching and learning by focusing on what students need to know and be able to do, using data to guide decisions, and giving staff the time, tools, and support needed to create challenging, meaningful, and inclusive learning experiences for all students.

### OBJECTIVE 1.3
### EXPAND AND STRENGTHEN ADVANCED LEARNING OPPORTUNITIES

Improve advanced learning opportunities by providing stronger support and more consistent programs that challenge and engage gifted and high-achieving students through enrichment, accelerated learning, and advanced coursework at every grade level.

### OBJECTIVE 1.4
### LEVERAGE TECHNOLOGY TO DEEPEN LEARNING

Help students learn how to use technology in safe, smart, and responsible ways to support learning, creativity, problem-solving, teamwork, and innovation, while teaching them how to think critically and use digital tools ethically.




# GOAL 2

## STUDENT EXPECTATIONS, CULTURE, AND SUPPORT

Foster safe, respectful, and supportive learning environments where students take responsibility for their behavior, are supported through a culture of care, and develop the skills needed to thrive academically and socially.

# GOAL 2 STUDENT EXPECTATIONS, CULTURE, AND SUPPORT

### OBJECTIVE 2.1
### STRENGTHEN CLEAR AND CONSISTENT BEHAVIOR EXPECTATIONS THROUGH PBIS

Implement and improve schoolwide behavior expectations and discipline practices using Positive Behavioral Interventions and Supports (PBIS) strategies to create clear, consistent expectations and supports across all grade levels and school buildings.

### OBJECTIVE 2.2
### EXPAND SOCIAL-EMOTIONAL LEARNING AND SKILL DEVELOPMENT

Help students build skills such as understanding their emotions, managing their behavior, solving problems, and making responsible choices by giving them regular opportunities throughout the school day to practice these important social-emotional skills.

### OBJECTIVE 2.3
### PROMOTE A SAFE AND RESPECTFUL SCHOOL CULTURE WHILE ENHANCING MENTAL HEALTH AND STUDENT SUPPORT SYSTEMS

Support student safety and well-being by strengthening counseling and behavior supports, providing early interventions based on student needs, and creating a strong bullying prevention plan that focuses on stopping problems before they begin.

### OBJECTIVE 2.4
### EMPOWER STAFF TO SUPPORT THE WHOLE CHILD

Provide teachers and staff with training and practical tools to better understand student needs, respond effectively to challenging situations, recognize and support students' social-emotional development, and create positive learning environments that support student well-being and learning.

### OBJECTIVE 2.5
### ENHANCE THE STOW-MUNROE FALLS STUDENT EXPERIENCE

Support students' overall growth by providing challenging learning opportunities along with extracurricular activities, including athletics, arts, clubs, and enrichment programs that help build academic skills, creativity, leadership, and social-emotional development.




GOAL 3

# STAFF WELL-BEING, PROFESSIONAL EMPOWERMENT, AND COLLABORATION

Foster a collaborative and supportive professional culture where staff have the time, trust, and resources to use their expertise to positively impact student learning.

# GOAL 3 STAFF WELL-BEING, PROFESSIONAL EMPOWERMENT, AND COLLABORATION

## OBJECTIVE 3.1
## STRENGTHEN SYSTEMS TO SUPPORT EFFICIENT AND FOCUSED WORK

Review how work is organized, scheduled, communicated, and reported within the district to improve efficiency, clearly define roles and responsibilities, and ensure staff time is focused on meaningful work that best supports teaching, learning, and student success.

## OBJECTIVE 3.2
## PROMOTE PROFESSIONAL TRUST

Promote and sustain clear, districtwide practices and expectations while cultivating professional trust that empowers all staff to enhance a positive culture of learning.

## OBJECTIVE 3.3
## PROVIDE RELEVANT AND DIFFERENTIATED PROFESSIONAL LEARNING

Provide training and learning opportunities for all staff based on their specific roles, district goals, and staff input so they can continue to grow professionally and strengthen teaching and learning for students.

## OBJECTIVE 3.4
## STRENGTHEN STAFF WELLNESS AND RETENTION EFFORTS

Create and support a positive work environment by recognizing staff contributions, promoting employee well-being, and developing strategies that help attract, support, and retain high-quality employees.



# GOAL 4

## BUSINESS AFFAIRS AND OPERATIONS

Create and sustain safe, accessible learning environments that support student achievement and build lasting community pride in Stow-Munroe Falls City Schools through intentional investment in facilities, technology, transportation, child nutrition services, and operational systems.

# GOAL 4 BUSINESS AFFAIRS AND OPERATIONS

## OBJECTIVE 4.1
## DEVELOP AND IMPLEMENT A LONG-TERM FACILITIES MASTER PLAN

Develop a comprehensive facilities master plan that strategically aligns district resources to support safe and accessible learning environments while advancing academic excellence, arts, and athletics, and strengthening the overall student experience.

## OBJECTIVE 4.2
## IMPROVE LEARNING SPACES TO PROMOTE ACADEMIC AND PROGRAM EXCELLENCE

Design and update facilities to reflect the strength of academic, arts, athletics, and career-focused programs.

## OBJECTIVE 4.3
## STRENGTHEN OPERATIONAL EFFICIENCY

Ensure district operations run efficiently and effectively by planning facilities and resources based on student enrollment trends and continuously improving systems such as maintenance and custodial services, technology, transportation, and child nutrition. Support safe, high-quality learning environments while responsibly managing district resources.

## OBJECTIVE 4.4
## BUILD COMMUNITY CONFIDENCE THROUGH CLEAR AND PROACTIVE COMMUNICATION

Engage students, staff, families, and community members in facility planning by clearly explaining the purpose behind decisions and providing regular, easy-to-understand progress updates.



# GOAL 5

## COMMUNICATION

Strengthen school pride, trust, and shared understanding by delivering clear, timely, and transparent communication that keeps students, staff, families, and the broader community informed and engaged.

# GOAL 5 COMMUNICATION

## OBJECTIVE 5.1
## CREATE A CLEAR, CONSISTENT, AND STREAMLINED DISTRICT COMMUNICATION FRAMEWORK

Develop and implement a comprehensive districtwide communication plan and branding guidelines that clearly define when, how, and by whom information is shared, while streamlining digital communication platforms to reduce information overload and improve clarity.

## OBJECTIVE 5.2
## STRENGTHEN TWO-WAY COMMUNICATION AND COMMUNITY ENGAGEMENT

Establish consistent, meaningful opportunities for internal and external members to engage with the district, ask questions, provide feedback, and stay informed about district priorities, initiatives, and decisions.

## OBJECTIVE 5.3
## EXPAND COMMUNITY OUTREACH BEYOND SCHOOL FAMILIES

Increase proactive communication and engagement with residents without school-aged children through community forums, civic presentations, digital outreach, and partnerships with local organizations.

## OBJECTIVE 5.4
## PROACTIVELY ADDRESS MISINFORMATION AND STRENGTHEN PUBLIC NARRATIVE

Implement a coordinated communication strategy that effectively shares the district's story, highlights successes, provides clear information about academic, financial, and facilities decisions, and proactively addresses misinformation across traditional and digital media platforms.




# GOAL 6

## FISCAL ACCOUNTABILITY, TRUST, AND STEWARDSHIP

Strengthen community trust and long-term organizational sustainability through accountable financial stewardship, responsible resource allocation, measurable impact, and meaningful community partnerships.

# GOAL 6 FISCAL ACCOUNTABILITY, TRUST, AND STEWARDSHIP

### OBJECTIVE 6.1
### STRENGTHEN ACCOUNTABILITY THROUGH RESPONSIBLE FINANCIAL STEWARDSHIP

Enhance public trust and awareness regarding the district's fiscal position, increase operational efficiency, and explain the rationale for spending decisions, capital projects, and long-term financial planning.

### OBJECTIVE 6.2
### ALIGN RESOURCES AND SPENDING WITH STRATEGIC PRIORITIES AND STUDENT IMPACT

Conduct a comprehensive review of district allocations, expenditures, and student fees to ensure financial resources are sustainable, aligned with strategic priorities, and positioned to maximize direct impact on student learning.

### OBJECTIVE 6.3
### INCREASE CLARITY AROUND FINANCES AND BOARD DECISIONS

Provide clear, accessible, and proactive explanations of district finances, capital projects, and Board actions to relevant stakeholders.

### OBJECTIVE 6.4
### LEVERAGE STRATEGIC COMMUNITY AND BUSINESS PARTNERSHIPS

Collaborate with local businesses, alumni, the Chamber of Commerce, city leaders, and community organizations to expand resources, enhance programming, and build broad-based support for district initiatives.

PREPARED BY:

THE impact | group
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