# BATH LOCAL SCHOOLS

# STRATEGIC PLAN

# 2019-2024

## BELIEFS

- We believe our school should prepare students to be successful contributors to society.
- We believe our school should instill confidence, self-worth and accountability.
- We believe our school should celebrate achievement by focusing on academics in a supportive learning environment.
- We believe our school should help students find a connection between academics and the real world.
- We believe our school should prepare students to be successful adults who are productive, independent, confident individuals.
- We believe our school should promote life-long learning by providing a solid knowledge base, encouraging innovative and creative thinking, enhance problem solving skills, and initiate goal setting.
- We believe our school should help develop positive character traits.
- We believe that all people have unique talents, interests and abilities that can be developed in such a way that they can become happy, productive citizens and life-long learners.
- We believe that all citizens and students benefit from the collaborative partnership between family, school and community with regard to the safety, health, and social/emotional development of our students.
- We believe that all people are capable of excellence and tap into that excellence when they know that their community cherishes their existence and value.
- We believe our schools are responsible for teaching the whole child, not just subject matter.
- We believe that the community, its families and its schools are responsible for fostering the values and ethics that make for a productive, innovative and tolerant society.

## BATH LOCAL SCHOOLS MISSION STATEMENT

The mission of Bath Local Schools, in partnership with parents and the community, is to educate all students to become responsible, caring, productive citizens and life-long learners by providing diverse and challenging learning experiences in a welcoming, safe and positive environment.

**WHY STRATEGIC PLANNING?**

Strategic planning is a tool to help an organization do a better job – to focus its energy, to ensure that members of the organization are working toward the same goals, to assess and adjust the organization's direction in response to a changing environment.  In short, strategic planning is a disciplined effort to produce fundamental decisions and actions that shape and guide what an organization is, what it does, and why it does it, with a focus on the future.
*(Adapted from Bryon's Strategic Planning in Public and Nonprofit Organizations)*

Being strategic means being clear about the organization's objectives, being aware of the organization's resources, and incorporating both into being consciously responsive to a dynamic environment.  It should be remembered that creating a world class educational environment means preparing students to compete in a world-wide environment/economy.

The process is about planning because it involves intentionally setting goals (i.e., choosing a desired future) and developing an approach to achieving those goals.  The strategic planning process can be complex, challenging, and even messy, but it is always defined by the basic ideas outlined above.
*(From Alliance for Non-profit Management)*

It is hoped that the developed strategic plan for Bath Local Schools will:

- ❖ Improve our academic performance letter grades on the State Report Card for the district and each building
- ❖ Increase annually the percentage of our high school graduates who, one year after graduation, are:  Enrolled and succeeding in a post-high school learning experience, including an adult career-technical education; Serving in a military branch; Earning a living wage; or Engaged in a meaningful, self-sustaining vocation
- ❖ Develop a transparent plan that maintains, supports and sustains our Strategic Plan
- ❖ Develop and implement a K-12 Wellness plan that addresses the needs of the Whole Child
- ❖ Develop and implement a K-12 program promoting kindness and providing service learning opportunities to our students

| BATH LOCAL SCHOOL DISTRICT |
| STRATEGIC PLANNING |
| 2019-2024 |

## GOALS

### Student Achievement
1. We will improve our academic performance on the state report card for the district and buildings each year.

### Career Readiness & Exploration
2. We will increase annually the percentage of our high school graduates who, one year after graduation, are:
   a. Enrolled and succeeding in a post-high school learning experience, including an adult career-technical education program, an apprenticeship and/or a two-year or four-year program;
   b. Serving in a military branch
   c. Earning a living wage; or
   d. Engaged in a meaningful, self-sustaining vocation

### Financial
3. We will develop a financial plan that maintains, supports and sustains our Strategic Plan.

### Whole Child
4. In collaboration with local organizations and alignment to systematic tools, we will develop a K-12 plan addressing the needs of the whole child by engaging students, teachers and parents while providing them with the resources and support needed so that all children have the best opportunity to succeed in the classroom.

### Be Kind & Serve Others
5. We will develop a K-12 plan providing opportunities for children to actively engage in positive behavioral activities as well as connect our students with the community with service learning projects.

**GOAL #1**
We will improve our academic performance letter grades on the state report card for the district and buildings each year.

**STRATEGY**
Administrator and teacher meetings periodically each year.

**PLAN OF ACTION**
Analyze student data observing trends of strengths and weaknesses at each grade level tested.

| STEPS TO ACCOMPLISH ACTION | | PERSON RESPONSIBLE | RESOURCES | COMPLETION DATE | EVALUATION |
|---|---|---|---|---|---|
| 1.1.1 | Create a pretest for students regarding testing and testing preparation | Teachers | Online Research | Ongoing | Completed Document |
| 1.1.2 | Meet by grade levels to analyze data | Building Staff | P.D./Building Mtgs./Moby Max | Ongoing | Meeting Notes |
| 1.1.3 | Strive to have students with a mix of achievement levels | Building Principal | N/A | Ongoing | Review Class Rosters |
| 1.1.4 | Create a system to track student progress throughout the school year | Building Principal | District Technology | Ongoing | Tracking Documentation |
| 1.1.5 | Strive to have uninterrupted academic class time | Building Principal | N/A | Ongoing | Scheduling |
| 1.1.6 | Include physical activity during the instructional day to help with focus | Building Staff | N/A | Ongoing | Staff Reporting |

**GOAL #1**
We will improve our academic performance on the state report card for the district and buildings each year.

**STRATEGY**
Staff will collaborate quarterly to increase student achievement

**PLAN OF ACTION**
Create a schedule to accommodate common intervention times

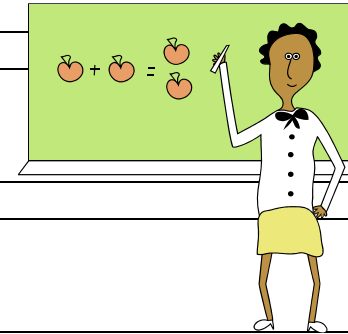| STEPS TO ACCOMPLISH ACTION | | PERSON RESPONSIBLE | RESOURCES | COMPLETION DATE | EVALUATION |
|---|---|---|---|---|---|
| 1.2.1 | Look at flexible schedules in each building to be able to meet and analyze/discuss data | Principal | N/A | Ongoing | Schedule Samples |
| 1.2.2 | Look at alternative scheduling to address ACT, remediation and assist student needs | Principal | N/A | Ongoing | Schedule Samples |
| 1.2.3 | Analyze data by grade level and subject matter | Principal & Staff | ODE State Report Card | Quarterly | Meeting notes |

**GOAL #1**
We will improve our academic performance on the state report card for the district and buildings each year.

**STRATEGY**
Ensure curriculum is aligned with Ohio's Learning Standards

**PLAN OF ACTION**
Analyze and Evaluate curriculum with Ohio's Learning Standards annually

| STEPS TO ACCOMPLISH ACTION | | PERSON RESPONSIBLE | RESOURCES | COMPLETION DATE | EVALUATION |
|---|---|---|---|---|---|
| 1.3.1 | Provide Professional Development | Administration | $, Grants, Allocated Funds | Ongoing | Staff |
| 1.3.2 | Implementation Teacher Evaluation through OTES | Administration | Allen County ESC and ODE | Ongoing | Staff |
| 1.3.3 | Make real world connections between the content areas | Staff | General Fund Budgets | Ongoing | Administrators & Staff |

**GOAL #1**
We will improve our academic performance on the state report card for the district and buildings each year.

**Strategy**
Increase instruction time for struggling students

**PLAN OF ACTION**
Provide afterschool, during school or before school tutorial program to aid students at any level

| | STEPS TO ACCOMPLISH ACTION | PERSON RESPONSIBLE | RESOURCES | COMPLETION DATE | EVALUATION |
|---|---|---|---|---|---|
| 1.4.1 | Identify the student(s) at risk | Staff | Student Data | Ongoing | Data Reports |
| 1.4.2 | Research and implement on-line tutoring services | Building Principals | General Fund | Ongoing | Student Participation |
| 1.4.3 | Consider academic incentive policies for students | Staff | Schoology, Study Island, Khan Academy | Ongoing | Observation |
| 1.4.4 | Create learning groups from the data | Staff | Staff time | Ongoing | Observation |
| 1.4.5 | Strategically place support staff based on student(s) need of intervention | Building Principals | Building Principal Time | Ongoing | Observation |
| 1.4.6 | Create TBT in each of the buildings identifying instructional strategies reaching all students | Building Principals | Staff Time | Ongoing | Meeting Notes |

**GOAL #1**
We will improve our academic performance on the state report card for the district and buildings each year.

**Strategy**
Identify students for intervention

**PLAN OF ACTION**
Create specific retention guidelines for students who are not meeting required educational standards

| STEPS TO ACCOMPLISH ACTION | | PERSON RESPONSIBLE | RESOURCES | COMPLETION DATE | EVALUATION |
|---|---|---|---|---|---|
| 1.5.1 | Review and analyze current and past data | Building Team | Meeting time and data | Ongoing | Meeting Reports |
| 1.5.2 | Determine what indicators have been present for past failing students | Building Team | Meeting time and data | Ongoing | Meeting Reports |
| 1.5.3 | Use data to identify students with similar indicators | Building Team | Meeting time and data | Ongoing | Meeting Reports and Student Rosters |
| 1.5.4 | Create and implement an intervention plan to raise student's achievement level | Building Team | Meeting time and data | Ongoing | Written Plan and Observation |

## GOAL #2

We will increase annually the percentage of our high school graduates who, one year after graduation, are:

a. Enrolled and succeeding in a post-high school learning experience, including an adult career-technical education program, an apprenticeship and/or a two-year or four-year program;
b. Serving in a military branch
c. Earning a living wage; or
d. Engaged in a meaningful, self-sustaining vocation

## Strategy

Create a comprehensive process for guiding students to a career path that fits their abilities and interests

## PLAN OF ACTION

Implement Naviance, a grade 6 – 12 career and college readiness program

| | STEPS TO ACCOMPLISH ACTION | PERSON RESPONSIBLE | RESOURCES | COMPLETION DATE | EVALUATION |
|---|---|---|---|---|---|
| 2.1.1 | Expose Students to careers and colleges through Naviance | Staff | Naviance | Ongoing | Naviance |
| 2.1.2 | Create job shadowing opportunities | Administration | Local Business Leaders | Ongoing | Placements |
| 2.1.3 | Instruct students on resume writing | Staff | Naviance | Ongoing | Naviance |
| 2.1.4 | Help students develop proper interviewing skills | Staff | Class time/Naviance | Ongoing | Naviance |
| 2.1.5 | Increasingly incorporate computer use in lessons in the classroom | Staff | District Technology | Ongoing | Student Surveys |
| 2.1.6 | Have students create Success plans and update annually | Staff | Naviance | Ongoing | Naviance |

## GOAL #2

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- f. Serving in a military branch
- g. Earning a living wage; or
- h. Engaged in a meaningful, self-sustaining vocation

## Strategy

Ensure continuous guidance on career exploration

## PLAN OF ACTION

Create a mentorship program by recruiting from community members, local businesses and alumni associations

| STEPS TO ACCOMPLISH ACTION | | PERSON RESPONSIBLE | RESOURCES | COMPLETION DATE | EVALUATION |
|---|---|---|---|---|---|
| 2.2.1 | Recruit community/alumni members to participate in student mentoring | Building/Community Team | Local Businesses, Community & Alumni Organizations | Ongoing | Observation and Student Surveys |
| 2.2.2 | Create a data base of community/alumni members to include occupations | Alumni Class Presidents | Local Businesses, Community & Alumni Organizations | Ongoing | Observation and Student Surveys |
| 2.2.3 | Invite community/alumni members to speak to classes at all grade levels | Building Principals | Local Businesses, Community & Alumni Organizations | Ongoing | Observation and Student Surveys |
| 2.2.4 | Involve recent graduates in mentoring current seniors | High School Guidance and Administration | Alumni Organizations | Ongoing | Observation and Student Surveys |

| GOAL #2 |
|---|

We will increase annually the percentage of our high school graduates who, one year after graduation, are:
  i.   Enrolled and succeeding in a post-high school learning experience, including an adult career-technical education program, an apprenticeship and/or a two-year or four-year program;
  j.   Serving in a military branch
  k.   Earning a living wage; or
  l.   Engaged in a meaningful, self-sustaining vocation

**Strategy**
Show educational relevance within the local community

Work    Life

**PLAN OF ACTION**
Increase the involvement between the students and the community developing relationships with local businesses

| STEPS TO ACCOMPLISH ACTION | | PERSON RESPONSIBLE | RESOURCES | COMPLETION DATE | EVALUATION |
|---|---|---|---|---|---|
| 2.3.1 | Create service learning opportunities connecting students to their career interests | Staff | Rotary, Noon Optimist etc. service clubs | Ongoing | Observation/Student Surveys |
| 2.3.2 | Involve vocational and career guest speakers in curriculum | Staff | Allen County Economic Group | Ongoing | Observation/Student Surveys/Naviance/MS Career Clusters |
| 2.3.3 | Organize fund raisers/activities to develop sense of community and school spirit | Staff | United Way and other vetted support organizations | Ongoing | Observation/Student Surveys |
| 2.3.4 | Utilize Interact club to connect with local organizations | Interact Advisor | Allen County organizations | Ongoing | Relationships established |

**GOAL #2**

We will increase annually the percentage of our high school graduates who, one year after graduation, are:

      m. Enrolled and succeeding in a post-high school learning experience, including an adult career-technical education program, an apprenticeship and/or a two-year or four-year program;

      n. Serving in a military branch

      o. Earning a living wage; or

      p. Engaged in a meaningful, self-sustaining vocation

**Strategy**

Connect with Universities, Colleges and Businesses

**PLAN OF ACTION**

Using University, College and Business contacts to create opportunities for college credit programs, speakers, job shadowing

| | STEPS TO ACCOMPLISH ACTION | PERSON RESPONSIBLE | RESOURCES | COMPLETION DATE | EVALUATION |
| --- | --- | --- | --- | --- | --- |
| | | | | | |
| 2.4.1 | Contact/Create a partnership with Universities and Colleges | Administration and Teachers | Grant Money | Ongoing | Building Principal |
| 2.4.2 | Create Job Shadowing Opportunities | Teachers | Colleges, Universities, and Businesses | Ongoing | Building Principal |
| 2.4.3 | Create and maintain relationships with organizations and businesses each year | Administration | Chamber, Youth Leadership, Career Days, AEDG, Bar Assoc., Medical Assoc., and Trade Unions | Ongoing | Superintendent and Building Principal |
| 2.4.4 | Create Internship Opportunities (paid/unpaid) | Administration and Teachers | Universities and Businesses | Ongoing | Building Principal |
| 2.4.5 | Create Career Days – Guest Speakers | Administration and Teachers | Universities and Businesses/Naviance | Ongoing | Staff |
| 2.4.6 | Create Opportunities within the school to try some career choices for example: Tech Team, Secretary, Aide | Administration and Teachers | District Personnel | Ongoing | Staff |

**GOAL #3**
We will develop a financial plan that maintains, supports and sustains our Strategic Plan.

**Strategy**
Communicate with the public regarding district finances

**PLAN OF ACTION**
Educate the community on the school financing process

| STEPS TO ACCOMPLISH ACTION | | PERSON RESPONSIBLE | RESOURCES | COMPLETION DATE | EVALUATION |
|---|---|---|---|---|---|
| 3.1.1 | Develop a presentation outlining the status of school funding in Ohio | Superintendent/Treasurer | Technology, Research, and Time | Ongoing | Power Point File |
| 3.1.2 | Review the presentation at a regular school board meeting | Superintendent/Treasurer | Technology, Research, and Time | Annually | Board Minutes |
| 3.1.3 | Deliver presentation to Bath parents and community members regarding school finances when determined by the Board of Education | Superintendent/Treasurer | Technology, Research, and Time | Ongoing | Meeting Notes and Attendance Sheets |

## BATH LOCAL SCHOOL DISTRICT
## STRATEGIC PLANNING
## 2019-2024

**GOAL #3**
We will develop a financial plan that maintains, supports and sustains our Strategic Plan.

**Strategy**
Provide high quality, relevant career and college based programs on campus

**PLAN OF ACTION**
Encourage Students to stay on campus using College Credit Plus, Dual Enrollment, etc.

| STEPS TO ACCOMPLISH ACTION | | PERSON RESPONSIBLE | RESOURCES | COMPLETION DATE | EVALUATION |
|---|---|---|---|---|---|
| 3.2.1 | Review programs annually for quality and effectiveness | High School Staff | Program Data | June of each year | Meeting Notes |
| 3.2.2 | Explore new programs as they become available | High School Staff | Staff Time | Ongoing | Research Notes |
| 3.2.3 | Work with local colleges and universities to create relevant programs | High School Staff | Staff Time | Ongoing | Progress Reports to Board |
| 3.2.4 | Use career exploration activities to match students' talents and interests with program choices | High School Staff | Staff Time | Ongoing | Naviance |
| 3.2.5 | Utilize Social Media, Football Scoreboards, Ohio Alerts, OneView | High School Staff | District Technology | Ongoing | Display and Announcement Records |

**GOAL #3**
We will develop a financial plan that maintains, supports and sustains our Strategic Plan.

**Strategy**
Increase funding through grants, business partnerships and communication with community

**PLAN OF ACTION**
Explore alternative funding sources and enhance business partnerships

| | STEPS TO ACCOMPLISH ACTION | PERSON RESPONSIBLE | RESOURCES | COMPLETION DATE | EVALUATION |
|---|---|---|---|---|---|
| | | | | | |
| 3.3.1 | Research & identify what other school districts with similar characteristics have successfully implemented regarding alternate funding resource and cost saving measures | Administration | Technology, Research, and Time | Ongoing | Reports to Board |
| 3.3.2 | Explore a grant writer to assist in acquiring grants | Superintendent/Treasurer Board | Staff Time | Ongoing | Grant Acceptance |
| 3.3.3 | Annually/Continually educate the community regarding finances and funding including levies | Superintendent/Treasurer | Technology, Research, and Time | Ongoing | Reports to Board |

| 3.3.4 | Seek grant opportunities that are available | Superintendent/Treasurer | Staff Time | Ongoing | Grant Acceptance |
|---|---|---|---|---|---|
| 3.3.5 | Coordinate and work with existing Booster Organizations | Administration/Staff | Staff/Community Time | Ongoing | Reports to Board |

**GOAL #3**
We will develop a financial plan that maintains, supports and sustains our Strategic Plan.

**Strategy**
Communicate with the public regarding options for increasing district revenue

**PLAN OF ACTION**
Explore local revenue options

| STEPS TO ACCOMPLISH ACTION | | PERSON RESPONSIBLE | RESOURCES | COMPLETION DATE | EVALUATION |
|---|---|---|---|---|---|
| 3.4.1 | Investigate levy options | Superintendent/Treasurer | OSBA/BASA | Ongoing | Report to Board |
| 3.4.2 | Explore communication options to engage the community | Superintendent/Treasurer | Technology and Staff Time | Ongoing | Report to Board |
| 3.4.3 | Educate the community on options and needs | Superintendent/Treasurer | Technology and Staff Time | Ongoing | Social media/ Community Meetings |
| 3.4.4 | Use Social media to educate the public | Superintendent/Treasurer | Facebook/Twitter/Website | Ongoing | Post Records |

**GOAL #4**

In collaboration with local organizations and alignment to systematic tools, we will develop a K-12 plan addressing the needs of the whole child by engaging students, teachers and parents while providing them with the resources and support needed so that all children have the best opportunity to succeed in the classroom.

**Strategy**
Provide opportunities throughout the year in every building, addressing the social/emotional needs of our students.

**PLAN OF ACTION**
Wellness Committee will meet quarterly to address the social/emotional needs for the students in the district

| | STEPS TO ACCOMPLISH ACTION | PERSON RESPONSIBLE | RESOURCES | COMPLETION DATE | EVALUATION |
|---|---|---|---|---|---|
| 4.1.1 | Wellness Committee meetings | Superintendent | Committee | Ongoing | Meeting Notes |
| 4.1.2 | Building Wellness Challenges | Building Principal | Staff | Ongoing | Results from Activities |
| 4.1.3 | Yes Fest | Building Principal & Interact Advisor | Community Organizations & Staff | Ongoing | Website Posts and Meeting Notes |
| 4.1.4 | Health Fair | Wellness Committee & Staff | Community Organizations & Staff | Ongoing | Website Posts and Meeting Notes |
| 4.1.5 | Utilize Naviance tool to evaluate students 6-12 for social-emotional learning | Building Principals & Guidance Counselors | Naviance | Ongoing | Naviance |
| 4.1.6 | Network with local agencies to support families | Building Principals & Guidance Counselors | Community Organizations & Staff | Ongoing | Naviance |
| 4.1.7 | CPR & AED training in MS Career Clusters | Teacher | Staff | Ongoing | CPR/AED card upon completion |
| 4.1.8 | Real Money/Real World | Building Principal & Guidance Counselors | Community Organizations & Staff | Once per year | Website Posts and Meeting Notes |

COMMUNITY

COMMUNITY

COORDINATING POLICY, PROCESS, & PRACTICE

IMPROVING LEARNING AND IMPROVING HEALTH

HEALTHY

SAFE

CHALLENGED

ENGAGED

SUPPORTED

Health Education

Physical Education & Physical Activity

Nutrition Environment & Services

Health Services

Counseling, Psychological, & Social Services

Social & Emotional Climate

Physical Environment

Employee Wellness

Family Engagement

Community Involvement

**GOAL #5**

We will develop a K-12 plan providing opportunities for children to actively engage in positive behavioral activities as well as connect our students with the community with service learning projects.

**Strategy**

We will develop a K-12 program providing opportunities for children to learn to be kind to one another and also serve others.

**PLAN OF ACTION**

Building Principals and Guidance Counselors will coordinate a building plan in respect to PBIS and Service Learning Opportunities

| STEPS TO ACCOMPLISH ACTION | | PERSON RESPONSIBLE | RESOURCES | COMPLETION DATE | EVALUATION |
| :---: | :---: | :---: | :---: | :---: | :---: |
| 5.1.1 | District Projects | Superintendent | Local Agencies | Ongoing | Website Posts |
| 5.1.2 | Building Projects/Programs | Building Principal | Staff | Ongoing | Website Posts |
| 5.1.3 | Yes Fest | Building Principal & Interact Advisor | Community Organizations & Staff | Ongoing | Website Posts and Meeting Notes |
| 5.1.4 | Health Fair | Wellness Committee & Staff | Community Organizations & Staff | Ongoing | Website Posts and Meeting Notes |
| 5.1.5 | OLWEUS programs | Building Principals & Guidance Counselors | OLWEUS lessons | Ongoing | Website Posts and Meeting Notes |
| 5.1.6 | Initiate Local Volunteering Programs | Building Principals & Guidance Counselors | Community Organizations & Staff | Ongoing | Website Posts |