

BATH LOCAL SCHOOL DISTRICT



STRATEGIC PLAN 2014-2019



**BATH LOCAL SCHOOL DISTRICT
STRATEGIC PLANNING
2014-2019**

BELIEFS

- We believe schools should prepare students for successful contribution to society.
- We believe schools should instill confidence, self-worth, and accountability.
- We believe schools should celebrate achievement by focusing on academics in a supportive learning community.
- We believe school should help students find a connection between academics and the real world.
- We believe Bath Schools should prepare students to be successful adults who are productive, independent, confident individuals.
- We believe Bath Schools should promote life-long learning by providing a solid knowledge base, encouraging innovative and creative thinking, teaching problem solving skills, and goal setting.
- We believe Bath Schools 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 intellectual/emotional development of our community members.
- 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 that we are responsible for teaching children, 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.

VISION STATEMENT

TBD

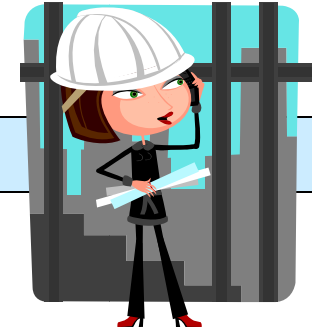


BATH LOCAL SCHOOLS MISSION STATEMENT

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.



BATH LOCAL SCHOOL DISTRICT STRATEGIC PLANNING



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:

- ❖ Increase our district and building performance indicators each year
- ❖ Foster a collaborative effort among the Bath Educational Community to support all students in their individual development and career exploration
- ❖ Develop a plan that will financially maintain support, and sustain Bath Local schools beliefs, vision, and mission





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Listed below are those involved with the strategic planning process either through meeting attendance, various input format, or the strategic planning committee. Thank you to all who have and those who will continue to participate in the strategic planning process.

COMMUNITY PARTICIPANTS

Fifer, Jeremy	Lamont, Bill	Rocca, Joe	Wallace, Rachel
Flick, Keith	Parker, Tim	Sadler, Jason	Walsh, Steve
Hoehn, Wanda	Patton, Joe	Surfield, Tim	Wiggins, Andrea
Inskeep, Chris	Place, Brad	Wallace, Bryan	Wise, Steve

BOARD MEMBERS

Birkemeier, Bob	Foley, Rob	McKinney, Tim	Place, Jackie
			McPheron, Rob

ADMINISTRATORS

Clark, Brad	Gross, Rick	Morman, Annette	Renner, Chris
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SCHOOL PARTICIPANTS

Bradley, Elaine	Grim, Erin	Metcalf, Missy	Slavin, Hannah
Flehart, Todd	Lenhart, Kristin	Renner, Angie	Smucker, Steve
Gomez, Joe	Lenke (Lashaway), Morgan	Siefker, Kim	Steidl, Michael





**BATH LOCAL SCHOOL DISTRICT
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GOALS

Student Achievement

1. We will increase our district and building performance indices each year

Ohio School Report Cards

2012-2013 Report Card for Bath Local School District

Achievement



This grade combines two results for students who took the state tests. The first result answers the question – How many students passed the state test? The second result answers the question – How well did students do on the state test?

COMPONENT GRADE

Coming in
2015

GRADE

B

Performance Index

The Performance Index measures the test results of every student, not just those who score proficient or higher. There are six levels on the index and districts receive points for every student in each of these levels. The higher the achievement level, the more the points awarded in the district's index. This rewards schools and districts for improving performance.

Performance Index

- Calculation
- Pie Chart
- Trend



84.3%
101.1 of a possible 120.0

- A = 90.0 - 100.0%
- B = 80.0 - 89.9%
- C = 70.0 - 79.9%
- D = 50.0 - 69.9%
- F = 0.0 - 49.9%

Achievement Level	Pct of Students		Points for this Level	=	Points Received
Advanced Plus	0.1	x	1.3	=	0.1
Advanced	23.2	x	1.2	=	27.9
Accelerated	28.0	x	1.1	=	30.8
Proficient	35.6	x	1.0	=	35.6
Basic	9.2	x	0.6	=	5.5
Limited	3.9	x	0.3	=	1.2
Untested	0.0	x	0.0	=	0.0
					101.1

GRADE

A

Indicators Met

Indicators Met measures how many students have passed the state tests at a minimum level, called proficient, or higher. Test results are reported for each student in a grade and subject. At least 75 percent of students must pass to get credit for the indicator. Starting in the 2013-14 school year, a district or school needs to have 80 percent of their students pass at a minimum level or higher in order to "meet" an indicator.

Indicators Met %

- Indicators
- Comparison
- Proficiency Levels
- Trend



95.8%
23 out of 24

- A = 90.0 - 100.0%
- B = 80.0 - 89.9%
- C = 70.0 - 79.9%
- D = 50.0 - 69.9%
- F = 0.0 - 49.9%

Grade	Subject	Percentage	Status
3rd Grade	Mathematics	86.7%	✓
	Reading	92.5%	✓
4th Grade	Mathematics	79.1%	✓
	Reading	89.9%	✓
5th Grade	Mathematics	81.4%	✓
	Reading	72.9%	✗
	Science	82.2%	✓
6th Grade	Mathematics	85.7%	✓
	Reading	96.4%	✓
7th Grade	Mathematics	85.4%	✓
	Reading	84.8%	✓

2. There will be a collaborative effort among the Bath Educational Community to support all students in their individual development and career exploration

Explore careers

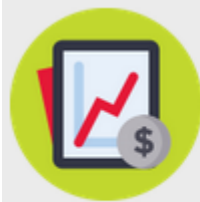
What do you want to be?

With all of the career possibilities available, how do you make a decision? Once you know what career path you want to follow, how do you get there?



Financial

3. We will develop a plan that will financially maintain support, and sustain Bath Local Schools beliefs, vision, and mission



Financial Data

These measures answer several questions about spending and performance. How much is spent on Classroom instruction? How much, on average, is spent on each student? What is the source of the revenue? How do these measures compare to other districts and schools?



**BATH LOCAL SCHOOL DISTRICT
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GOAL #1

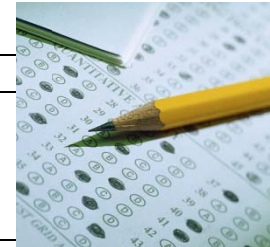
We will increase our district and building performance indicators each year

STRATEGY

Form a student committee to help students realize/achieve their goals or increase their performance

PLAN OF ACTION

Analyze and create student data for trends of strengths and weaknesses at each grade level



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	June, 2016	Completed Document
1.1.2	Administer a survey for students regarding testing and testing preparation	Building Staff	Online Survey or Staff Administered	January, 2016	Survey Data Generated
1.1.3	Meet by grade levels to analyze data	Building Staff	P.D. Time	March, 2016	Meeting Notes
1.1.4	Strive to have students with a of mix achievement levels	Building Principal	N/A	Ongoing	Review Class Rosters
1.1.5	Create system to track student progress throughout the school year	Building Principal	District Technology	June, 2016	Tracking Documentation
1.1.6	Strive to schedule academic classes in morning	Building Principal	N/A	Ongoing	Schedule Review
1.1.7	Include physical activity during the instructional day to help with focus	Building Staff	N/A	Ongoing	Staff Reporting





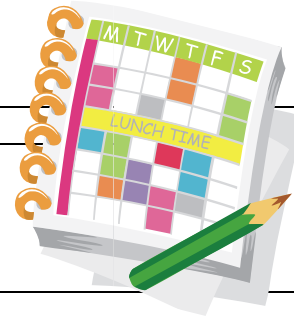
**BATH LOCAL SCHOOL DISTRICT
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GOAL #1

We will increase our district and building performance indicators each year

STRATEGY

Staff will collaborate 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	Check into other possible schedules	Principal	N/A	May, 2015	Schedule Samples
1.2.2	Explore a schedule with common intervention times by decreasing class times by 5 min. ea.	Principal/Staff	P.D. Time	September, 2015	Meeting Notes
1.2.3	Plan Pilot Implementation of Schedule	Principal/Staff	P.D. Time	September, 2016	Draft Plan
1.2.4	Implement Pilot Schedule	Building Personnel	N/A	August, 2017	Observation



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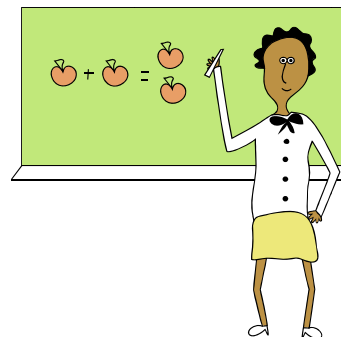
STRATEGY

Ensure curriculum is relevant to current state, community, and societal expectations

PLAN OF ACTION

Align curriculum with Common Core

STEPS TO ACCOMPLISH ACTION		PERSON RESPONSIBLE	RESOURCES	COMPLETION DATE	EVALUATION
1.3.1	Provide Professional Development	Administration	\$, Grants, Allocated Funds	June 1st of each year	Staff
1.3.2	Creation of SLO's or Implementation of the Teacher Evaluation	Administration	Allen County ESC and ODE	June 1st of each year	SLO, Teacher, Content Team
1.3.3	Make real world connections between the content areas	Staff	General Fund Budgets	June 1st of each year	





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GOAL #1

We will increase our district and building performance indicators each year

Strategy

Increase instruction time for struggling students



PLAN OF ACTION

Provide afterschool, during school, and 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	July 1 of each year	Data Reports
1.4.2	Hire teachers to provide after school tutoring	Board	Federal or 21 st Century Grant	September, 2017	Board Minutes
1.4.3	Provide certified staff hired to tutor during school day	Board	Federal or 21 st Century Grant	September, 2017	Board Minutes
1.4.4	Provide transportation services	Board	Federal or 21 st Century Grant	September, 2017	Board Minutes
1.4.5	Research and implement on-line tutoring services	Building Principals	General Fund	September, 2017	Student Participation
1.4.6	Consider academic incentive policies for Band and Choir	Community and Staff Partners	Time	September, 2017	Meeting Reports
1.4.7	Create learning groups from the data	Staff	Staff time	September, 2017	Observation
1.4.8	Strategically place support staff based on student(s) need of intervention	Building Principals	Building Principal Time	September, 2017	Observation



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GOAL #1

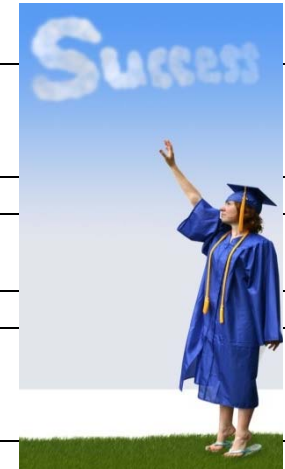
We will increase our district and building performance indicators each year

Strategy

Identify students for intervention

PLAN OF ACTION

Create specific retention guidelines for students who are not meeting required educational standards

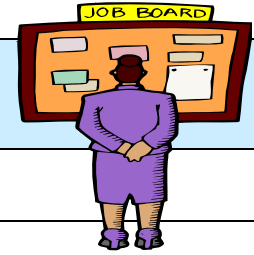


STEPS TO ACCOMPLISH ACTION		PERSON RESPONSIBLE	RESOURCES	COMPLETION DATE	EVALUATION
1.5.1	Review and analyze current and past data	Building Team	Meeting time and data	July 1 of each year	Meeting Reports
1.5.2	Determine what indicators have been present for past failing students	Building Team	Meeting time and data	July 1 of each year	Meeting Reports
1.5.3	Use data to identify students with similar indicators	Building Team	Meeting time and data	July 1 of each year	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	July 1 of each year	Written Plan and Observation





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GOAL #2

There will be a collaborative effort among the Bath Educational Community to support all students in their individual development and career exploration

Strategy

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

PLAN OF ACTION

Implement a grade 7 – 12 career program



STEPS TO ACCOMPLISH ACTION		PERSON RESPONSIBLE	RESOURCES	COMPLETION DATE	EVALUATION
2.1.1	Expose Students to the Career Study and Ohio Career Information System (OCIS)	Staff	OCIS, District Technology	May 15 of each year	Student Surveys
2.1.2	Create job shadowing opportunities	Administration	Local Business Leaders	May 15 of each year	Student Surveys
2.1.3	Instruct students on resume writing	Staff	Instructional Materials	May 15 of each year	Student projects
2.1.4	Help students develop proper interviewing skills	Staff	Class time	May 15 of each year	Observation
2.1.5	Increasingly incorporate computer use in lessons in the classroom	Staff	District Technology	Ongoing	Student Surveys
2.1.6	Have students create a career plan portfolio in grade 6 and update annually	Staff	Current budgets and course time	May 15 of each year	Review of student portfolios.



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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	May 15 of each year	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	May 15 of each year	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	May 15 of each year	Observation and Student Surveys
2.2.4	Involve recent graduates in mentoring current seniors	High School Guidance and Administration	Alumni Organizations	May 15 of each year	Observation and Student Surveys



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Strategy

Show educational relevance within the local community

PLAN OF ACTION

Increase the involvement between the students and the community



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	September, 2016	Observation/Student Surveys
2.3.3	Involve vocational and career guest speakers in curriculum	Staff	Allen County Economic Group	September, 2016	Observation/Student Surveys
2.3.4	Organize fund raisers/activities to develop sense of community and school spirit	Staff	United Way and other vetted support organizations	September, 2016	Observation/Student Surveys





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There will be a collaborative effort among the Bath Educational Community to support all students in their individual development and career exploration

Strategy

Connect with Universities and Colleges

PLAN OF ACTION

Using University and College contacts 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	2015/2016 SY	Principal and Dean of University
2.4.2	Create Job Shadowing Opportunities	Teachers	Colleges, Universities, and Businesses	2015/2016 SY	Business/ Parent/ Student Committee
2.4.3	Create (5) five new relationships with organizations and businesses each year	Administration	Chamber, Youth Leadership, Career Days, AEDG, Bar Assoc., Medical Assoc., and Trade Unions	2015/2016 SY	Business/ Parent/ Student Committee
2.4.4	Create Internship Opportunities (paid/unpaid)	Administration and Teachers	Universities and Businesses	2015/2016 SY	Business /Parent/ Student Committee
2.4.5	Create Career Days – Guest Speakers	Administration and Teachers	Universities and Businesses	2015/2016 SY	Business/ Parent/ Student Committee
2.4.6	Create Opportunities within the school to try some career choices for example: Tech Team, Secretary, Aide	Administration and Teachers	District Personnel	2015/2016 SY	Student Surveys





**BATH LOCAL SCHOOL DISTRICT
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GOAL #3

We will develop a plan to financially maintain support, and sustain Bath Local Schools beliefs, vision, and mission

Strategy

Communicate with public regarding district finances

PLAN OF ACTION

Educate the community and local businesses 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	May, 2015	Power Point File
3.1.2	Review the presentation at a regular school board meeting	Superintendent/Treasurer	Technology, Research, and Time	July, 2015	Board Minutes
3.1.3	Deliver presentation to Bath parents and community members where they work regarding school finances (work or community meetings)	Superintendent/Treasurer	Technology, Research, and Time	May, 2016	Meeting Notes and Attendance Sheets



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Strategy

Provide high quality, relevant programs on campus

PLAN OF ACTION

Encourage Students to stay on campus using Dual Enrollment or Open 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, universities, and businesses 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	May of each year	Student Placements
3.2.5	Utilize Social Media, Football Scoreboards, Ohio Alerts to get the message out	High School Staff	District Technology	Ongoing	Display and Announcement Records



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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	June, 2015	Report to Board
3.3.3	Annually/Continually educate community regarding finances and funding including levies	Superintendent/Treasurer	Technology, Research, and Time	Ongoing	Website Posts and Announcements/ Meeting Attendance Records
3.3.4	Seek grant opportunities that are available	Superintendent/Treasurer	Staff Time	Ongoing	Grant Applications
3.3.5	Coordinate and work with existing Booster Organizations	Administration/Staff	Staff/Community Time	Ongoing	Booster Meeting Notes



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GOAL #3

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Strategy

Communicate with public regarding options for increasing district revenue

PLAN OF ACTION

Explore local revenue options



STEPS TO ACCOMPLISH ACTION		PERSON RESPONSIBLE	RESOURCES	COMPLETION DATE	EVALUATION
3.3.1	Investigate levy options	Superintendent/Treasurer	OSBA/BASA	June, 2016	Report to Board
3.3.3	Explore communication options to engage community	Superintendent/Treasurer	Technology and Staff Time	June, 2016	Report to Board
3.3.2	Educate community on options and needs	Superintendent/Treasurer	Technology and Staff Time	August, 2016 – March, 2017	Website Posts and Meeting Notes/ Attendance Sheets
3.3.4	Use twitter/Social media to educate public	Superintendent/Treasurer	Technology and Staff Time	August, 2016 – March, 2017	Post Records