

***2010-2011  
SHEFFIELD MEANS SUCCESS  
IMPROVEMENT PLAN***



**SHEFFIELD-SHEFFIELD LAKE  
CITY SCHOOLS**

***CARDINAL PRIDE, COMMUNITY WIDE!***

*submitted by*

Will R. Folger  
Superintendent of Schools  
October, 2010

# Sheffield-Sheffield Lake City School District

## 1824 Harris Road

### Sheffield, Ohio 44054

#### Administrative Team

Will R. Folger, BA., MEd., J.D., Ph.D.	-	Superintendent
Linda Uveges, BS., MEd., Ph.D.	-	Director of Curriculum, Testing, Gifted, & Federal Programs
Gary Friedt, BA., MS., Ph.D.	-	Pupil Personnel Director
Scott Daugherty, BS., MA.	-	Brookside High School Principal
Robert Shaffer, BS., MEd.	-	BHS Assistant Principal
Michael Cook, BA., MEd.	-	Sheffield Middle School Principal
Tony Chiaravalle, BS., MEd.	-	SMS Assistant Principal
Susan Enos, BA., MA.	-	Forestlawn & Barr Principal
Gretchen Loper, BA., MEd.	-	Tennyson Principal
Laureen Roemer, BA., MEd.	-	Knollwood Principal
Richard Kerschbaum, BS.	-	District Athletic Administrator
Doug Cogdell	-	Technology Director
Tim Pelcic, BS.	-	Business Manager, Ast. Treasurer
Kevin Shupe	-	Transportation Director
Don Breon, BA., MA.	-	Treasurer

#### Board of Education Members

William Emery, President 4675 Linda Lane Sheffield, Ohio 44054 Serving his seventh term. Retired plant manager from Sealy	Term expires 12/31/11 (440) 277-4308
Gloria Behrendt, Vice-President 5254 Parkhurst Sheffield, Ohio 44054 Serving her third term, Retired from Sheffield-Sheffield Lake CSD after 32 years of service	Term expires 12/31/13 (440) 934-3254
Sandy Jensen, 865 Warwick Drive Sheffield Lake, Ohio 44054 Serving her first term. Home Maker	Term expires 12/31/11 (440) 949-5819
Deborah Moffitt, 350 Gayle Dr. Sheffield Lake, Ohio 44054 Serving her second term. Employee of Dominion East Ohio Gas	Term expires 12/31/11 (440) 949-6666
Sheila Lopez 5270 Kevin Street Sheffield Village, Ohio 44054 Serving her first term. Employee of EverReady	Term begins 1/1/10; Term expires 12/31/13 (440) 934-5519

## *Sheffield-Sheffield Lake City Schools*

Administration Center  
1824 Harris Road  
Sheffield, Ohio 44054  
Phone 440-949-6181

Grades 9 – 12      Brookside High School  
1812 Harris Road  
Sheffield, Ohio 44054  
Phone 440-949-4220

Grades 6 – 8      Sheffield Middle School  
1919 Harris Road  
Sheffield, Ohio 44054  
Phone 440-949-4228

Grade 5      Forestlawn Elementary School  
3975 Forestlawn Ave.  
Sheffield Lake, Ohio 44054  
Phone 440-949-4238

Grade 4      William Barr Elementary School  
2180 Lake Breeze Rd.  
Sheffield, Ohio 44054  
Phone 440-949-4233

Grades 2 – 3      Tennyson Elementary School  
555 Kenilworth Ave  
Sheffield Lake, Ohio 44054  
Phone 440-949-4236

Grades Pre K – 1      Knollwood Elementary School  
4975 Oster Road  
Sheffield Lake, Ohio 44054  
Phone 440-949-4234

## ***ORGANIZATION OF THE BOARD OF EDUCATION***

The responsibility for public education is a function of the state. The Constitution of the State of Ohio makes the establishment of free public schools mandatory and directs the General Assembly to carry out this requirement. The General Assembly has delegated the authority to operate a system of free public schools to school districts, but at the same time has retained absolute control over the entire school system. A board of education may exercise only those powers delegated to it by the Statutes or such implied or incidental powers as are reasonably necessary to carry out fully the express powers, and cannot, by its own action, make any additions or changes in its power.

The Board of Education has authority over school district matters only when acting as a corporate body duly called in session. Board members have no authority over school affairs as individuals.

The Board shall consist of five (5) members, each elected, at large, for a term of four (4) years or the remainder of a term vacated by the incumbent. All elections, except for vacancies, are by the electors of the school district at regular elections and in the odd numbered years. Three (3) members are elected in the year preceding each calendar year divisible by four (4), and two (2) are elected in the year following each calendar year divisible by four (4).

The term of office begins on the first day of January after election and shall continue for four (4) years except as otherwise provided by law. Four (4) year terms of office shall expire on December 31, except as provided by law.

The Board of Education of Sheffield-Sheffield Lake shall concern itself primarily with broad questions of policy rather than with administrative management. The application of policies is an administrative task to be performed by the Superintendent and his/her school staff, which shall be held responsible for the effective administration and supervision of the entire school system.

The Board, functioning within the framework of laws, court decisions, Attorney General's opinions, and similar mandates from the state and national levels of government, and recognizing the authority of the State, fulfills its mission as the governing body of a political subdivision by acting as follows in the execution of its duties.

- 1) Approves policies
- 2) Approves courses of study, textbook adoptions, and provides instructional aids
- 3) Selects and appoints the Superintendent and Treasurer
- 4) Upon the recommendation of the Superintendent, employs all staff members and fixes and prescribes their duties
- 5) Approves the budget, financial reports, audits, major expenditures, payment of obligations, and policies whereby the administration may formulate procedures regulations, and other guides for the orderly accomplishment of business
- 6) Estimates and seeks to provide funds for the operation, support, maintenance, improvement, and extension of the school system
- 7) Provides for the planning, expansion, improvement, financing, construction, maintenance, use, and disposition of physical plants of the school system
- 8) Prescribes the minimum staffing needed for the efficient operation and improvement of the school system
- 9) Evaluates the educational program to determine the effectiveness with which the schools are achieving the educational purpose of the school system
- 10) Requires the establishment and maintenance of records, accounts, archives, management methods, and procedures considered essential to the efficient conduct of school business
- 11) Provides for the dissemination of information relating to the schools necessary for creating a well-informed public

Boards of education in Ohio accept the obligation to operate the public schools in accordance with the fundamental principles and standards of school management.

Meetings of the Board, whether organizational, regular or special meetings or executive sessions shall be held at the office of the Board of Education, 1824 Harris Road, Sheffield, Ohio 44054, or at the discretion of the Board on any other Board-approved property. A meeting is any prearranged discussion of the public business by a majority of the members of the Board of Education. Notice of the change of location or time of any meeting shall be posted at the Board Offices and by any other means where time permits.

Ohio law requires all meetings of all boards of any State authority to be open to the public at all times. Minutes of the proceedings are public documents, open to inspection. This requirement does not preclude the Board from conducting executive sessions as authorized by ORC §121.22. However, no official business may be transacted except in open meetings, which the public should be encouraged to attend.

The annual organizational Board meeting shall meet on a day occurring during the first fifteen (15) days of January of each year, and shall organize by electing one (1) of its members President and another Vice President, both of whom shall serve for one (1) year and until their successors are elected and qualified. The

Treasurer of the Board shall canvass the members of the new Board no later than December 31 to establish the day of the Organizational Meeting.

Regular meetings of the Board shall be public and their time and place to be fixed each year at the Organizational Meeting. Normally, the meetings will be the second and fourth Mondays of the month at 6pm. In case the date is changed, the Treasurer shall take the appropriate steps to inform the public and media of the change.

Executive sessions at which no resolution, rule, regulation or formal action of any kind is adopted or passed may be held by the Board, at the discretion of the Board, and may be closed to the public as authorized by ORC §121.22. Such sessions shall be used sparingly and only when the discussion touches on the matters for which ORC §121.22 authorized an executive session as follows:

- 1) Personnel matters
- 2) Purchase of property or sale of property at competitive bidding
- 3) Conference with an attorney concerning disputes that are the subject of pending or imminent court action
- 4) Negotiations
- 5) Matters required by law to be kept confidential
- 6) Security arrangements

It shall be the responsibility of the Superintendent to prepare an agenda of the items of business to come before the Board at each regular meeting.

The order of business shall be as follows, unless altered by a majority of those present and voting.

- 1) Call to Order
- 2) Roll Call
- 3) Opening Ceremonies (Pledge, invocation, etc.)
- 4) Informational Items
- 5) Review of Open Questions
- 6) Comments From the Public
- 7) Approval of the Agenda
- 8) Treasurer's Business
  - a. Reports
  - b. Minutes of Previous Meeting(s)
  - c. Approval of Bills/Other Financial Business
  - d. Communications
  - e. Other
- 9) Superintendent's Business
  - a. Reports
  - b. Personnel
  - c. Other
- 10) Standing Committee Reports
- 11) Executive Session (if needed)
- 12) Adjournment

Special Meetings of the Board may be called by the President, by the Treasurer, or by any two (2) members, by serving written notice of the time, place, and matters to be transacted at such meeting(s) upon each member of the Board, at least two (2) days prior to the date of such meeting. Such procedure shall be used sparingly and only in case of necessity. The Treasurer shall take the appropriate steps to inform the public and media at least twenty-four (24) hours in advance of said special meeting(s).

It shall be the responsibility of the Superintendent to prepare an agenda of items of business to come before the Board at each Special Meeting.

The Board recognizes the value to school governance of public comment on educational issues and the importance of allowing members of the public to express themselves on school matters of community interest.

The Board shall make rules and regulations as are necessary for its governance by adopting policies for the organization and operation of this Board and the school district.

Policies that do not have their content dictated by the State Statutes, the rules of the State Board of Education, an order by the State Superintendent of Public Instruction, or a court of competent authority may be adopted, amended, or repealed at any Regular or Special Board Meeting.

Policy recommendations will normally come from the Superintendent to the Board of Education. It is recognized, however, that Board members themselves may be the initiators of such recommendations. Further, the Board believes that the majority of policies should be approved and/or amended only after the Superintendent of Schools and all Board members have had adequate time to study any such recommendations.

## ***STATEMENT OF BOARD PHILOSOPHY***

The Sheffield-Sheffield Lake City Board of Education believes that all youth have a right to educational opportunities of a quality and caliber which will develop their potential as individuals and citizens in a democratic society. This education must be efficient, effective, conducted through an instructional process that recognizes each child as unique with unique abilities and needs, and accomplished at a cost in keeping with the best principles of fiscal management and responsibility to the taxpayers.

In pursuit of these goals, the BOE is committed to provide each student with the following opportunities:

- 1) To master the basic intellectual skills of reading, writing, computation, speaking, and listening
- 2) To instill an understanding of the world and our changing society in order to cope and adapt to the environment or circumstances
- 3) To acquire knowledge and understanding of both our cultural and scientific heritage and the contemporary world
- 4) To foster experiences in democratic living and intellectualize such experiences in terms of democratic values
- 5) To foster and develop individual skills and attitudes that will promote success in post-secondary education and/or in the world of work
- 6) To foster the development of creative, aesthetic, and cultural abilities and interests
- 7) To promote the wise and productive use of leisure time
- 8) To develop and promote those habits of good health and physical activity that are conducive to a long, productive, and happy life
- 9) To foster a strong sense of self-respect and a commitment to respect and protect the rights of others
- 10) To promote and encourage a high value on education
- 11) To encourage the setting and meeting of higher personal performance standards
- 12) To foster communication among all significant persons in the life of the student

The BOE recognizes that the mandate for equality, rights, and opportunities cannot guarantee absolute quality of educational outcome. Personal, social, financial, and political factors that are beyond a public school system's realm of influence and control play a role in the molding of students. Nevertheless, within this framework, the BOE is committed to the achievement of excellence and to the furtherance of these goals. The Board of Education is ever-cognizant of our obligations under State and Federal laws and the burden of trust and responsibility to the local citizens within the Sheffield-Sheffield Lake City School District for whom the educational institution exists to serve.

# ***THE DISTRICT MISSION STATEMENT***

The Mission of the Sheffield-Sheffield Lake City Schools is to provide for a quality and meaningful education for our students so that they will be successful citizens and workers. This will include educating them to read with comprehension, write clearly, compute accurately, think, reason and use information to solve problems.

## ***STATE OF THE SCHOOL***

As we opened our doors on for the 2010-11 school year on August 25, many exciting changes confronted our students. It has been an extremely busy and productive summer. We have accomplished much, and we look forward to accomplishing even more.

The District has decided to revisit our facilities plan and address many outstanding issues. The condition of our buildings is often sighted as the top concern in the district. The district's most recent building construction occurred in the mid-sixties. Tennyson was built in the forties. The middle school's original construction date was early twenties. Public discussion started in the spring. Community involvement is welcomed and essential to the process.

Once again the district earned an "Effective" designation on the Ohio Department of Education Local Report Card. Still short of our goal of an "Excellent" rating, we will work even harder this year to obtain that objective. As part of our effort to improve, we have planned for professional development activities that require the following early dismissal dates. The buildings will be dismissed early on the following dates: Sept. 29, Oct. 20, Nov. 17, Jan. 12, Feb.16, March 9, and May 11. On these dates, BHS will dismiss at 1:59, SMS will dismiss at 1:50, Barr at 2:20, Forestlawn at 2:25, Tennyson at 2:35, and Knollwood at 2:40.

We decided to reinstate high school busing. The return of busing has led to some slight adjustments of our starting and ending times. The times for the 2010-11 school year will be the following:

School	Arrival	Tardy Bell	Dismissal Bell
Brookside	7:35	7:55	2:59
Sheffield Middle School	7:30	7:55	2:50
Forestlawn	8:20	8:40	3:25
Barr	8:15	8:35	3:20
Tennyson	8:35	8:55	3:35
Knollwood	8:40	9:00	3:40
AM Kindergarten		9:00	11:50
PM Kindergarten		12:50	3:40

These times may need further adjusting after the first day or two of school.

There are several new looks in the area of our facilities. The Ford back taxes, various alternative funding sources, and our annual permanent improvements fund, continued to pay for these improvements. We did not use general operating funds to pay for these projects. The district's preventative maintenance program was busy this summer. Sidewalks and parking lots were repaired or replaced. Heating, lighting, and ventilation systems were upgraded. Roofs were repaired. Drainage systems were updated. The building replacement and construction process, which would require public approval of a bond issue, is being revisited.

Specific major projects included the BHS back parking lot-bus garage-drainage project. This massive undertaking will allow us to better drain the entire area west of the high school, increase the service life expectancy of our bus fleet, provide safe and dry parking for our staff and students, improve the practice football field, again use the northwest softball field, and to provide our band and athletic teams an area which can be used during inclement weather.

Another major undertaking was the stadium track project. Using the Ford money, we will be constructing an eight lane, all-weather track at our stadium. Phase one of the project began in mid-September and phase two, the surface, will be completed in the spring. The project was re-bid as the initial bids were over our estimates and not acceptable. Revising the project and the time frame for completion resulted in much more reasonable figures. The project caused some inconvenience as some soccer and middle school games needed to be moved or rescheduled.

We are in the planning an all purpose physical education exercise room to be constructed off the BHS gym and boys locker room. Stimulus money funding is making the project possible.

Our antiquated phone system has been replaced with a new voice over (VOIP) system. The new system is an upgrade and with it, we placed a phone in every room. It will pay for itself in five to ten years.

A rapid response phone call system is up and running for the new school year. This system allows the district to call a designated home or parent phone number in the case of any emergency, such as a calamity day, in a matter of minutes.

Our practice field project continues to progress. Using fill dirt from the Sheffield Village State Route 611 road project, we are currently constructing three practice fields northeast of the middle school. One field will be primarily a practice soccer field, one will be a practice football field, and one will be a practice band field.

The SR 611 project calls for the widening of the road, putting in a walking/bike path next to the road, and installing much needed stop lights at the Harris Road and Lake Breeze intersections.

The Village's Safe Routes to School project, although slowed by bureaucratic red tape, is still a "go". The project, which was designed to get our students off Harris Road, was originally to be completed by the beginning of the school year. That will not happen. The project will be started in the near future.

Our overall, ongoing goal is to provide the young people of our community with the best possible education.

As our doors open, the S-SL School District would again like to thank you for your past, present, and future support. Please join us in what promises to be a very exciting year.

Credibility and connectivity with the community as well as improving our school culture and curriculum will continue to direct our efforts. We will continue to stress the obvious; Sheffield-Sheffield Lake is a special place, with special people.

## ***SHEFFIELD STRATEGIC PLAN***

The Sheffield-Sheffield Lake Schools and Board of Education developed an initiative called Sheffield 2000 which addressed the need for a strategic plan to guide the district toward its goal of providing quality, meaningful, cost-effective education to our students. Specifically, the Strategic Plan Sub-Committees looked at the areas of Curriculum, Finance, Facilities, and Community Relations. We are looking to revisit and update the plan this year.

The committee adopted the goals of the "America 2000" national education initiative. The Sheffield 2000 goals were stated as follows.

- 1) Sheffield-Sheffield Lake Schools will ensure that all children in the community start school ready to learn

- 2) Sheffield-Sheffield Lake Schools will continue to maintain the high school graduation rate of 90 percent or better
- 3) Sheffield-Sheffield Lake Schools will ensure that all of the district's students leave grades four, eight, and twelve having demonstrated competency in challenging subject matter including English, mathematics, science, history, and geography
- 4) Sheffield-Sheffield Lake Schools will teach students to use their minds well so that they will be prepared for responsible citizenship, for further learning, and productive employment in our modern economy
- 5) Sheffield-Sheffield Lake Schools will strive to ensure that every adult in the community is literate and will possess the knowledge and skills necessary to compete in a global economy
- 6) Sheffield-Sheffield Lake Schools will strive to offer disciplined environments conducive to learning and free of drugs and violence

## CURRICULUM STRATEGIC PLAN

*Mission Statement:* The curriculum of the Sheffield-Sheffield Lake School District should stimulate and challenge our youth to achieve their greatest potential.

*Belief Statements:*

- We believe that learning is the responsibility of the home, school, student, and community.
- We believe that the curriculum should be adaptable and flexible in order to allow for individual differences in children.
- We believe that the curriculum should be applicable to real-life situations and lead to the development of skills needed to gain employment.
- We believe that the curriculum should be challenging to each student and encourage creative/higher levels of thinking and problem-solving skills.
- We believe that the curriculum should develop and promote understanding and cooperation among the diverse multicultural groups in our schools, community, and the world.

*Action Plan:*

- We will work to actively involve the parents and community in the educational process. We will survey parents to determine if they would support alternative educational programs. These could include, but are not limited to: Summer School, Saturday School, After-school Tutorial Programs, Test-Taking Skills Seminars, and ACT/SAT Tutorials.
- We will organize a standing committee of teacher representatives, department chairpersons, district administrators, and community representatives to meet our goals regarding proficiency testing.
- District curriculum committees will continue to implement the Ohio Academic Content Standards in all areas, exceeding the state minimum requirements.
- Curriculum and professional development will be aligned.
- The residents will be informed of the financial needs of the district so that the necessary funds are available to implement the curriculum.
- A curriculum plan will be utilized to outline the ongoing review, revision, and implementation of the educational program.

## FINANCIAL STRATEGIC PLAN

*Mission Statement:* The Sheffield-Sheffield Lake Schools need adequate financing to meet the needs of the children. Financing should provide for excellence in curriculum design, facilities, co-curricular activities, and personnel as well as meeting the special needs of the children.

*Belief Statements:*

- We believe that Sheffield-Sheffield Lake Schools need a sound plan and an estimate of resource needs for the next five-year period.
- We believe that the district's finances must meet the needs of students, curriculum, and co-curricular activities.

- We believe that finances should provide for quality salaries of employees.
- We believe that the district should seek alternative means for securing resources.
- We believe that students from Sheffield-Sheffield Lake Schools should be given the same educational opportunities as students from districts with similar financial resources and numbers of students.
- We believe that the district's finances need to be effectively communicated to the community.

*Action Plan:*

- We will provide for revenue sources which reflect the goals of "America 2000" as listed in our Sheffield 2000 statement.
- We will effectively educate and regularly communicate the financial health of the district to the employees of the district as well as the community through presentations to community groups and orientation tours for new residents.
- We will develop a practical long-range operating plan. The plan will be revised annually to reflect information gathered through a needs assessment.

## FACILITIES STRATEGIC PLAN

*Mission Statement:* The educational process is directly affected by the conditions of all school facilities. In order to meet the present and future educational needs of our children, a comprehensive plan must be in effect to maintain and update our facilities.

*Belief Statements:*

- We believe that a planning process for facilities management must be instituted.
- We believe that a short-range plan needs to be developed to cover immediate district facilities needs.
- We believe that a five-year plan needs to be developed which will provide for preventive maintenance, short-term growth, changes in curriculum, and community needs.
- We believe that a long-range plan (ten or more years) must be developed to meet the needs of our community and the children graduating in the future.
- We believe that plans for facilities must be periodically reviewed.

*Action Plan:*

- We will survey the community and employees of the district in order to determine the needs of the physical facilities of the school district.
- We will recommend a priority list of needs and improvements.
- We will study long-range facility improvements and develop and implement plans which will create or enhance the educational environments that will meet the needs of the students and community.
- We will evaluate the facility needs of the district annually.

## COMMUNITY RELATIONS STRATEGIC PLAN

*Mission Statement:* The Community Relations mission of the Sheffield-Sheffield Lake City Schools is to initiate and enhance community relations among community members, businesses, and organizations. Existing community relations efforts shall be periodically reviewed and new community relations policies may be developed when appropriate.

*Belief Statements:*

- We believe in the distribution of information about all aspects of the Sheffield-Sheffield Lake Schools on a regular basis.
- We believe that involvement and support for our schools would result from a better informed community.
- We believe education requires a strong link between school, home, and community and that the public school system is a vital part of the community.
- We believe in the recognition of individuals who are committed to education.
- We believe schools should reflect high expectations, pride, and our commitment to educational excellence.
- We believe that the pride of the community is directly reflected in the public school system.

*Action Plan:*

-We will publish quarterly newsletters, one of which is the annual report.

-We will institute an employee longevity recognition program.

-The Board of Education will recognize with appropriate resolution such individual achievement as identified by the Community Relations Committee.

## ***BOARD, SUPERINTENDENT, and BUILDING GOALS***

During the upcoming year we will strive to implement or continue the following district initiatives.

### **2010-2011 BOE GOALS**

- 1) To improve academic achievement as evidenced by improved state report card AYP scores, and to provide the Board with an end of the year report
- 2) To improve the academic culture as evidenced by reviewing, adopting, and implementing a strategic plan
- 3) To improve the school environment by improving and upgrading facilities, and to provide the Board with and end of the year project report
- 4) To improve internal and external communications by increasing staff participation in the 24-7 program and increasing the number and frequency of school-home communications as reflected by current and end of the year numbers
- 5) To improve community involvement in district activities and programs as evidenced by increased participation and attendance at selected school programs and activities, and to provide the Board with an end of the year report

### **2010-2011 SUPERINTENDENT GOALS**

- 1) To review, adopt, and implement a strategic plan
- 2) To improve the overall school culture
- 3) To continue to expand the Cardinal Pride, Community Wide! Program
- 4) To continue to improve test scores, specifically OAA and ACT test scores
- 5) To improve the state report card AYP scores
- 6) To maintain the Excellent rating of Tennyson, Barr, and Brookside while improving on the Effective rating of Sheffield Middle School and Forestlawn
- 7) To continue to improve Brookside High School through the High School That Work Program
- 8) To improve Sheffield Middle School through the Making Middle Grades Work Program
- 9) To improve the elementary schools through the Ohio Improvement Program
- 10) To continue to improve transitions between the buildings
- 11) To continue to improve the curriculum through better aligning, assessing, and implementing the state standards
- 12) To continue to improve the math and reading programs, and senior offerings rigor
- 13) To better prepare our students for post high school academic and vocational experiences
- 14) To continue to improve the technology program
- 15) To continue to upgrade our facilities through a preventative maintenance program
- 16) To improve the school environment by passing a bond issue and implementing a building campaign as directed by the building advisory committee
- 17) To improve internal and external communications by increasing staff participation in the 24-7 program and increasing the number and frequency of school-home communications

- 18) To improve community involvement in district activities and programs as evidenced by increased participation and attendance at selected school programs and activities
- 19) To place all the district forms on line
- 20) To improve the food service program

## **GIFTED, TESTING, & CURRICULUM GOALS**

- 1) Increase achievement for all students relative to individual ability
  - Work with EMIS Coordinator to ensure all students are coded correctly in the EMIS system (ie. Gifted, Title I, testing)
  - Work with the District Leadership Team and Building Leadership teams to ensure all stakeholders understand AYP and provide strategies and an action plan for how each building can meet AYP
  - Meet with building principals and building leadership teams to review all test results
  - Complete an analysis of the Local Report Card for the Board of Education
  - Complete an analysis of the OAA/OGT information for building principals to share with their staff
  - Compile data folders for each grade level with itemized reports
  - Upload and post analysis of test results on curriculum webpage
  - Continue the implementation process for Performance Tracker to better track individual student progress and provide data for possible interventions
  - Implement an accessible, online Gifted program (GiftedWERKS) to generate WEP's that are in compliance with Ohio Revised Code
  - Submit required documentation to Ohio Department of Education
  
- 2) Plan and facilitate the implementation of a competitive, developmentally-appropriate, standards based comprehensive curriculum, instruction and assessment program that includes the effective use of data to improve student learning
  - Facilitate work sessions for each grade level team that includes writing common assessments for the grade level power indicators, keep current on the new Ohio CORE standards to begin the transition to from the current standards to the newly State adopted ones
  - Disaggregate data in the value-added reports to show how to interpret the information and use it in the classroom as a diagnostic tool for teachers
  - Train teachers and administrators (as needed) on using formative assessments (using Rick Stiggins, Assessments For Learning, approach) and standards-based grading
  - Begin implementation process for Assessment Builder which transfers all common assessments, short-cycle assessments and standards based assessments into an electronic format
  - Begin implementation process for Curriculum Connector to transfer all prior curriculum maps to an electronic format that would better allow us to track content standards
  
- 3) Assist in implementing the Board approved, District Professional Development Plan
  - Work with the building principals and representatives from the Building Leadership Team on professional development needs for each building
  
- 4) Facilitate and complete the District Strategic Plan in the areas of curriculum and professional development
  - Utilize the Ohio Improvement Process including the District Leadership Team and building leadership teams to generate the key data pieces for the strategic plan
  - Complete needs assessment identifying strengths and weaknesses of the district as a whole
  - Complete Level I, II and III on the online OIP with the District Leadership Team
  - Organize and assist in completing a technology/professional development audit for the district.
  - Utilize various modes of data to complete the strategic plan in the area of curriculum and professional development

## **KNOLLWOOD BUILDING GOALS**

- 1) To become an active voice in the strategic planning process for the district
- 2) To continue to monitor grade level meetings on a weekly basis to allow planning of grade level standards, curriculum and create a variety of educational instructional strategies to be used in classrooms
- 3) To continue to support the professional development opportunities during the district wide early release days that will address and enhance student academic achievement
- 4) To implement and support the new reading program (Pre-K – 1 level) covering the reading content standards from the Ohio Department of Education
- 5) To develop and implement AIMSWEB testing at the K-1 level
- 6) To maintain full compliance with Knollwood's Preschool programs
- 7) To continue to support the Pinnacle Plus grading system at the K-1 level and other technologies that increase student achievement
- 8) To continue to work with Tennyson to implement a transition day for the students that will help ease the movement to a new elementary building
- 9) To provide support and share ideas with fellow administrators through meetings such as: MOMS meetings, administrative meetings, strategic planning (OIP) meetings
- 10) To continue to support the 24/7 concept by communicating with Knollwood families through the email list serve distribution list and by having 100% of Knollwood's staff update their websites frequently: this will increase communication between home and school
- 11) To create an environment that preserves, fosters, celebrates, promotes and supports cultural activities/events within the Sheffield community
- 12) To become an active participant/voice in the OIP/DLT-BLT process for the Sheffield-Sheffield Lake School District

## **TENNYSON BUILDING GOALS**

The Tennyson instructional program will encourage students to achieve at their highest potential, to differentiate instruction for student needs and will take in account the needs of the whole child.

- 1) Tennyson Elementary will improve our Reading OAA scores through the implementation of the new Treasures reading program as well as monitoring and assessing student progress through both formative and summative assessments. We will focus not only on passing the OAA, but also increasing our percentage of students who pass in the advanced and accelerated categories
- 2) Tennyson Elementary will improve Math OAA scores with the continued implementation of the district math program as well as monitoring and assessing student progress throughout the school year. We will focus not only on passing the OAA, but also increasing our percentage of students who pass in the advanced and accelerated categories
- 3) Title One will be used as a supplemental reading program to help bring students up to grade level and decrease the number of students who are in the limited and basic categories
- 5) Tennyson will also work to become a School wide school
- 6) As per the Ohio Improvement Process, Tennyson Building Leadership Team (BLT) will be organized to coordinate with the District Leadership Team and the development of the Sheffield/Sheffield Lake Ohio Improvement Plan
- 7) Tennyson Elementary will be proactive in communication between home and school. An email list serve will be maintained as well as having an updated website
- 8) We will work to increase our volunteer base and continue to build upon our positive relationship with the PTO
- 9) Continue to work with other district elementary schools to ensure positive transitions from school to school

- 10) Tennyson Elementary will be a warm and inviting school where students, parents, staff, and all members of the Tennyson school community are valued and respected
- 11) Tennyson Elementary will improve the academic culture and provide a warm and inviting climate

### **BARR BUILDING GOALS**

- 1) To show positive growth in achievement scores
- 2) To better implement the RTI (Ohio Improvement Process) process, using data collected from aims web to progress monitor students, with emphasis on those considered "at risk"
- 3) To utilize research based interventions in a timely manner to catch student deficiencies before they become significant obstacles to their learning
- 4) To create a truly child- centered environment in which decisions are made to benefit the overall learning experience for each and every child
- 5) To successfully incorporate a "differentiation" period in to the daily schedule so students who need additional assistance are not removed from **any** core subjects
- 6) To improve the academic culture and instill pride in building amongst students and staff
- 7) To maintain the rating of "Excellent"

### **FORESTLAWN BUILDING GOALS**

- 1) To continue positive growth in OAA scores, particularly in math and reading
- 2) To better implement the RTI (Ohio Improvement Process) process, using data collected from aims web to progress monitor students, with emphasis on those considered "at risk"
- 3) To utilize research based interventions in a timely manner to catch student deficiencies before they become significant obstacles to their learning
- 4) To create a truly child- centered environment in which decisions are made to benefit the overall learning experience for each and every child
- 5) To improve the academic culture and instill pride in building amongst students and staff
- 6) To become an "Excellent" building

### **SMS BUILDING GOALS**

- 1) To continue to improve OAA student testing results, as a whole, by passing indicators and raising scaled scores to increase the performance index in the areas of math, language arts, and science
- 2) To improve the math department by adding pre-algebra to 7<sup>th</sup> grade and providing math professional development to our math teachers
- 3) To continue to improve the language arts department through curriculum changes, mapping, and classroom materials
- 4) To increase the role of the guidance counselor within the middle school building. Including but not limited to working with students in groups, handling achievement testing, study skills for students, career development, and interventions
- 5) To improve cleanliness and appearance of our middle school facility for all stakeholders
- 6) To improve school climate for all stakeholders so that all enjoy their learning experience here at SMS and have a strong sense of "Cardinal Pride"
- 7) To use technology and develop students' 21<sup>st</sup> Century learning skills through advanced levels of SMART board use in the classroom and also integration of technology standards into the classrooms
- 8) To continue the implementation of the school improvement model "Making Middle Grades Work – MMGW" working with teacher based focus groups to improve the school from within

## **BROOKSIDE BUILDING GOALS**

- 1) To better build 8<sup>th</sup> to 9<sup>th</sup> grade transition and planning
- 2) Administration of ACT prep (EXPLORE) to freshmen to improve ACT scores as juniors
- 3) Administration of ACT prep (PLAN) to sophomores to improve ACT scores as juniors
- 4) To better develop and administer OGT prep strategies
- 5) To collect and analyze data on junior and senior ACT results
- 6) To improve senior year rigor through curriculum alignment with LCCC
- 7) To improve communication with parents through further utilization of teacher web site and Pinnacle capabilities
- 8) To further curriculum development through offering an expansion on in-house PSEO courses with 2 each in English and Spanish and the addition of an Advanced Placement Program in Social Studies with an AP Government offering. AP and PSEO Science to be offered with the start of the 2011-2012 school year
- 9) To facilitate HSTW Professional Development Plan for the 2010-2011 school year
- 10) To prepare for the High Schools That Work (HSTW) Technical Assistance Visit (TAV) to be conducted in October 2010

## **PUPIL PERSONNEL GOALS**

- 1) Assist building principals in their efforts to achieve AYP passing percentages with the special education subgroup  
This would include the following:
  - view special education assessment data in reading and math for the past assessment year
  - Outcome-prepare information handouts for special education meeting
  - Identify minimum passing percentages for special education to at least achieve AYP safe harbor status
  - Outcome – prepare information to be shared with special education teachers in fall meeting
  - Meet with special education staff and principals in October and review AYP data as well as identify cost effective strategies that can be implemented this year to meet AYP safe harbor criteria
- 2) Meet periodically with Principals and special education teachers to ensure that strategies are being implemented between October and testing period
  - Maintain a log of these follow up activities with Principals and special education staff
  - Complete an analysis of the district special education program to identify strengths and areas for improvement in the program
  - Outcome – A written analysis will be provided to the Superintendent at the end of the school year
  - Identify factors for higher than state average and comparison group percentage of special education students served in the district
  - Review service format of primarily self contained and intervention classes to see how this relates to achieving reading and math content standards as well as individual student IEP goal attainment
  - Review current student transition practices from one building to the next and from HS to work
- 3) Meet reporting requirements for ordering, inventorying, and returning state testing materials
  - Receive training from Linda U. on online ordering and test distribution
  - Inventory testing materials as they are delivered
  - Meet with Principals to ensure appropriate testing procedures are being followed and testing timelines are being met
  - Return materials in the required format

# ***TECHNOLOGY PLAN***

## **Technology Goals: 2010-2011 School Year**

- 1) To continue to implement and improve the 24/7 initiative
- 2) To put all district forms and documents on the website
- 3) To improve security in our network
- 4) To implement a digital portfolio program
- 5) To implement and evaluate a 1:1 computer to student ratio in a classroom
- 6) To provide administrators with the means to do classroom walkthroughs and evaluations
- 7) To consider the feasibility of implementing electronic textbooks
- 8) The maintenance of our existing network and computer infrastructure

The goals that I have set for technology in our district reflect the educational goals of the district. Last year we started the 24/7 initiative and technology plays a key role in allowing for this type of communication. We will continue to position our district website and cable channel as a primary means of distributing information out to our community. Our website has received more than 12,000 "hits" this school year as parents and students continue to look to it as a means of getting information. Teachers and Administrators continue to be trained and encouraged to update their websites to provide a wealth of information out to the community regarding the education of our students. Our cable TV Station (CardinalTV) has experienced tremendous growth in viewers over the past 2 years as a result of the video program we instituted in 2007 and we will continue to provide quality programming to the community. We have also purchased the software necessary to start "digitizing" all of our district forms and have begun to make them available via the district website. Our staff is currently being trained on the new software and our goal is to have all district forms and documents on the website very soon.

One goal that I have for technology this year is to improve security in our network. In order to accomplish this goal we will need to change the way that all students and staff log onto computers. This means that everyone that uses a computer in the district will have to login as themselves rather than a "generic login". This is a huge change and will elevate the importance and reliance upon the network and our servers. I am working to improve these infrastructure items and hope to have everyone working comfortably in this new system by the end of the school year. In addition to the security benefits this will provide it will also allow students and roaming staff members to login to any computer and see their own documents. This convenience will also allow teachers to assign work to students and have them build a portfolio throughout their years in school. When students graduate they can be presented with a copy of their work over the years that they can use for college applications and personal memories.

One of our most exciting technology goals for this year is to implement and evaluate a 1:1 computer to student ratio in a classroom. This program gives each students in a classroom a laptop to use for the entire school year to see what type of impact this has on learning. We are piloting this program in Mrs. Porcher's third grade classroom and she is tracking the student progress and will be doing a data analysis report upon completion of the school year. Her students are very excited to be a part of such an innovative program and we are already seeing positive results. We are presently in our second year of a 1:1 computer to student ratio in our elementary gifted program. Again, students are able to take the laptops home and do much of their work using the school issued laptop computers.

With the escalating costs of textbooks and the declining costs of mini-computers it is becoming clear that we are nearing the day where traditional textbooks are replaced with electronic versions. We are experimenting with e-book readers such as the Amazon Kindle and handheld "computers" such as the Apple Itouch in hopes that we can get a head start on this type of technology that will be coming to classrooms in the near future. We are able to purchase books for library use at a fraction of the cost of traditional books and they are delivered instantly via our wireless network. We are even using this technology administratively for Principals to stay in constant email communication using the Itouch and utilizing "apps" to allow them to do classroom walkthroughs and evaluations. We will also begin using this type of technology to replace the traditional listening centers in classrooms with Ipod based systems that will excite and engage our students.

The maintenance of our existing network and computer infrastructure will continue to be a challenge. By the end of this school year we will have nearly 700 computers in the district and this number grows as we move toward a 1:1 computing environment. As we move to secure our network and require student logins this will cause an increase in our dependence on reliable and well maintained servers. We will need to address the issue of adequate staffing of our technology in the near future. In the meantime, we will continue to use a student "tech team" from Brookside to help to alleviate the support issues we are sure to have. Despite the challenges, we look forward to an exciting year where technology plays a key role in providing a quality education for our students.

## ***FACILITIES IMPROVEMENT PLAN***

The condition of our facilities is a major challenge facing our district. Our buildings continue to be in dire need of attention. We have established a tentative five year plan to address our capital needs, the costs of which will be paid for from our permanent improvement account. This account yields approximately \$350,000 per year, or about one mill. There are some additional funds resulting from back taxes payments from Ford and some savings which resulted from the restructuring of our insurance pool. This account is separate from the general fund and can only be used for capital needs. The plan, although very tentative and dependent on ever changing priorities and funding, is as follows:

<b>BOE/District</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>	<b>2014-15</b>
Security Cameras					
Air Conditioning	70,000	90,000			
Bus Garage Floor	50,000				
Parking Lots	350,000	25,000	25,000	25,000	
Concrete/Asphalt	25,000	25,000	25,000	25,000	25,000
Grounds/Landscaping	5,000	5,000	5,000	5,000	5,000
Tractor	35,000			35,000	5,000
Skid Steer and Attachments			25,000	5,000	
Truck/Gator					
Technology	50,000	50,000	50,000	50,000	50,000
Flooring	6,000	6,000	6,000	6,000	6,000
Underground Storage Tank	500	500	500	500	500
Architect Fees	10,000	10,000			
Storm Water Management	5,000	5,000	5,000	5,000	5,000
Three Year Asbestos Inspection		5,000			5,000
Asbestos Repairs	3,000	3,000	3,000	3,000	3,000
Roofs	15,000	15,000	15,000	15,000	15,000
Boiler Repairs/Maintenance	25,000	25,000	25,000	25,000	25,000
Painting	5,000	5,000	5,000	5,000	5,000
Doors/Windows	20,000	20,000	20,000	20,000	20,000
Electric	6,000	6,000	6,000	6,000	6,000
Plumbing	3,000	3,000	3,000	3,000	3,000
Track	350,000				
Access Control System					
Maintenance Building					
Time Clocks					
District Phone System	20,000	20,000	20,000	20,000	20,000
<b>BHS</b>					
BHS Gym Ventilation					
BHS Gym Lights		7,000			
BHS Locker rooms		2,000			

BHS Cafeteria Equipment	15,000	15,000	15,000	15,000	15,000
BHS Renovations			30,000	50,000	50,000
Science Labs					
Industrial Arts Labs					
<b><u>SMS</u></b>					
SMS Gym Lights		6,000			
SMS Gym Ceiling					
SMS Lockerrooms		2,000	2,000		
<b><u>Barr</u></b>					
POS Cafeteria System	3,000				
Barr Lights		5,000			
<b><u>Forestlawn</u></b>					
Roof Drain		2,500			
POS Cafeteria System	3,000				
Forestlawn Lights		5,000			
<b><u>Tennyson</u></b>					
Northwest Exterior Wall					
Window Repairs					
POS Cafeteria System	3,000				
Tennyson Lights		5,000			
<b><u>Knollwood</u></b>					
Knollwood Room Renovations					
Floor/Wall Repairs					
POS Cafeteria System	3,000				
Knollwood Lights		5,000			
<hr/>					
Totals	1,080,500	373,000	285,500	313,500	283,500

Weight Room	200,000 (Stimulus)
Track & Football Field Fencing, Goal Posts, Shot, Discus, Landscaping, ect	100,000 (Grants, Donations, etc)
Practice Fields	15,000 (Coke)
Trails	10,000 (Coke)
BHS Softball Field	10,000 (Coke)
	335,000

## ***FOOD SERVICE PLAN***

The Cafeteria is not yet operating as we would like to see. The following changes are being considered in hope of improving the situation:

*Immediate:*

- 1) To conduct monthly cafeteria committee meetings in order to address menus and concerns
- 2) To increase commodity based baking
- 3) To use a series of consumer surveys in order to establish menus

- 4) To establish separate menus for the high school and the satellites cafeterias
- 5) To continue to use consulting services to address the cafeteria issues
- 6) To upgrade POS system to version 8.0
- 7) To expand the POS program into the elementary buildings
- 8) To upgrade cafeteria equipment
- 9) To solicit RFP's from food service providers

*Long term:*

- 1) To maximize the free and reduced program
- 2) To maximize commodity usage
- 3) To use more comparative purchasing
- 4) To provide professional training and in servicing based on staff determined needs
- 5) To implement a series of theme days, promotions, and marketing programs
- 6) To upgrade cafeteria equipment
- 7) To continue to review and revise the wellness program
- 8) To continue to consider entering into a partnership with a food service provider

## ***FIVE-YEAR FINANCIAL FORECAST***

Attached is the most recent Five-Year Forecast approved by the Board of Education at the meeting held October 25, 2010. The forecast and the assumptions used are available on the Ohio Department of Education's web site. The forecast is monitored continuously and updated as needed, however the forecast must be updated and resubmitted by May 31<sup>st</sup> each year. For additional information, please contact the Sheffield-Sheffield Lake Board of Education Office at 440-949-6181 or visit our website at [www.sheffield.k12.oh.us](http://www.sheffield.k12.oh.us)

