

***2008-2009
SHEFFIELD MEANS SUCCESS
IMPROVEMENT PLAN***



**SHEFFIELD-SHEFFIELD LAKE
CITY SCHOOLS**

CARDINAL PRIDE, COMMUNITY WIDE!

submitted by

Will R. Folger
Superintendent of Schools
September, 2008

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
Suzette Chabe, BA., MEd.	-	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.	-	Operations Director
Kevin Shupe	-	Transportation Director
Don Breon, BA., MA.	-	Treasurer

Board of Education Members

William Emery, President 4675 Linda Lane Sheffield, Ohio 44054 (440) 277-4308 Serving his seventh term. Retired plant manager from Sealy	Term expires 12/31/11
Gloria Behrendt, Vice-President 5254 Parkhurst Sheffield, Ohio 44054 (440) 934-3254 Serving her second term, Retired from Sheffield-Sheffield Lake CSD after 32 years of service	Term expires 12/31/09
Sandy Jensen, 865 Warwick Drive Sheffield Lake, Ohio 44054 (440) 949-5819 Serving her first term. Home Maker	Term expires 12/31/11
Deborah Moffitt, 350 Gayle Dr. Sheffield Lake, Ohio 44054 (440) 949-6666 Serving her second term. Employee of Dominion East Ohio Gas	Term expires 12/31/11
August 'Skip' Scarpelli 848 Sheffield Road, Sheffield Lake, Ohio 44054 (440) 949-7656 Serving his first term. Employee of NBW Incorporated.	Term expires 12/31/09

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

During the 2007-2008 school year, Sheffield-Sheffield Lake continued to progress towards its goal of excellence. It was a year of both successes and shortcomings, as well as sadness and celebration.

Sadness came with the death of three outstanding and respected members of our educational family – long time Director of Pupil Personnel P.D. Purses, BHS Social Studies teacher Kay Brazina, and SMS Home Ec and Technology instructor Emelee Skelly. In addition, a very brave and wonderful little second grader Ashley Boros passed away. All of these very special people will be long remembered and greatly missed.

Eight faculty members, BHS English teacher Gene Leonard (35 years with the district), BHS Spanish teacher Gloria Leonard (30 years), Forestlawn teacher Marilyn Schneck (36 years), Barr teacher Clare Wichman (30 years), Barr teacher Betsy Ingram (20 years), BHS HPE teacher Jerry Bendik (35 years), SMS Special Ed teacher Cheryl Brezovsky (35 years), and SMS Special Ed teacher Betty Stevens (20 years) all retired. Also cleaner Goldie Berensci (39 years) decided to retire.

Despite the efforts of our students and staff, we did not reach our goal of an Excellent designation on the Ohio Department of Education's district report card. The results from the 2007-2008 Ohio Achievement and Graduation Tests were mixed. We again received an Effective rating as we met 24 of 30 indicators. Each building has been designated a rating by the Ohio Department of Education; Brookside High School and Tennyson (and Knollwood) received the Excellent rating. Forestlawn, Barr, and Sheffield Middle School received Effective ratings. In addition to the above mentioned honor, Tennyson was one of less than 100 buildings in the state to be recognized as a Building of Distinction for its success with special needs students.

Because our Effective designation is short of our goal of an "Excellent" rating, we have adopted several goals and changes in hope of bring about further improvement.

We have planned for professional development activities that require early dismissals. The buildings will be dismissed early on the following dates: Sept. 10, Oct. 8, Oct. 22, Nov. 19, Jan. 21, Feb. 11, April 1, and May 13. On these dates, BHS will dismiss at 2:00, SMS will dismiss at 1:50, Barr and Forestlawn at 2:15, Tennyson at 2:05, and Knollwood at 2:25.

A standards based report card is now being used in kindergarten through fifth grades. The report card is designed to reflect mastery of the state standards which are being evaluated in the state testing program.

In response to community interest, we have added a third section of all day, every day kindergarten. In addition, the tuition for the all day option will be on a sliding scale. We have also entered into a partnership with Sheffield Lake, Sheffield Village, and the YMCA of Greater Cleveland to offer a before school and after school latchkey program at Knollwood and Tennyson Schools.

We are in the process of reviewing and revising our Gifted program. We now have a dedicated gifted instructor at both the elementary and middle school levels.

Due to increased numbers, and in hope of improving the learning opportunities of our special needs students, we have restructured and expanded our special education staffing at the elementary buildings and revised some of our special education procedures throughout the district.

Our BHS Show Choir is back up and running. This group, along with our Cardinal "Wall of Sound" Band is an unbelievable source of entertainment. The Drama Club has announced its schedule for the year. The presentations will be *Oliver* on February 27 and 28, and March 6 and 7; *Inherit the Wind* on April 24 and 25, and May 1 and 22; and the *Dinner Theater* on May 21.

The district's technology program continues to be a source of district pride. We now have Smart Boards in every classroom. The district wide student to computer ratio is about 3.5:1. Our new, and very successful Video Club, will be housed in its own studio at SMS. The Club is providing our Cable Channel 22 with constant programming of school events. All buildings have at least one computer lab and we will now have a full time technology instructor at the elementary and middle school levels.

Our 24/7 communications system should be fully implemented this year. This program will allow parents to view each day's lesson and grades, as well as correspond with the teacher. Very simply, the teacher's lesson will go from the Smart Board to the computer to the website to the home. Grades and assignments can also be viewed via the teacher's website through the Pinnacle Plus software program or emailed immediately to the parent.

In response to studies which show that adolescent students do not get enough sleep and learn better later in the day, we have changed our starting and ending times. Improvement in academic performance will be monitored. We are still reviewing and adjusting the Barr, Forestlawn, and Tennyson dismissal times.

In an attempt to improve fourth and fifth grade instruction and learning opportunities, Barr and Forestlawn have been restructured. Barr is now the fourth grade building and Forestlawn is the fifth grade building. The change is going very well.

We will continue our efforts to increase the academic rigor of our curriculum. Tentatively this year we will be offering both college level Algebra and English on campus through the LCCC PSEOP program, and plan to add PSEOP Spanish next year. We will also be reviewing, replacing, and/or revising several of our course offerings.

The middle school is implementing an In-school Assistance Program, which is an in-school suspension program, to be used in place of out of school suspensions in certain situations. The high school is also considering participating in the program.

We are currently putting together a parent volunteer program. Nearly 200 parents have expressed interest in helping the district out as volunteers.

The district has placed the campus wear program on hold for the time being. The purpose of the program is to improve the overall learning environment by improving safety and security, reducing discipline issues, and increasing student achievement. Although response to the program on the parental surveys handed out at the building open houses supported implementing the program, the 55-45% approval rate was short of the predetermined desired community support rate. A handful of concerns became very evident in the comment section of the surveys. Two of the top issues were to allow hoodies and increasing the apparel color options. There was also concern that the family would experience additional clothing costs. These

issues will be addressed prior to any sort of reconsideration of the program.

We are also taking on a review of our homework policy. Studies show homework is of great value, as long as it is appropriately used. We plan on addressing the appropriate types and quantity of homework for each age level during the course of the year.

The condition of our facilities will continue to be a major point of emphasis this year. The Ford back taxes, savings from restructuring our insurance pool, and our annual permanent improvements fund will continue to pay for the improvements. The projects are not being paid out of our general operating fund. We are looking at both short term and long term issues. A facilities committee is being formed and an architectural firm has been contacted regarding the development of a long term plan. However, the state of the economy will very much dictate any decisions.

The district's preventative maintenance program has been in full swing this summer. In response to the Jarod's Law Health and Safety Inspections, several projects have been undertaken. Doors and windows have been replaced throughout the system. Cameras and other security measures are being implemented. Sidewalks and parking lots have been repaired or replaced. The Sevits Stadium bleachers were deemed unsafe and have been replaced. Heating, lighting, and ventilation systems are being upgraded. Roofs are being repaired. Drainage systems are being updated. Kitchen and maintenance equipment are being updated and replaced. Mandated improvements to our sewer facilities are being implemented. The baseball and softball fields are also being renovated through donations and volunteers. The hard work and dedication of these individuals are greatly appreciated.

Further improving our cafeteria program, both breakfast and lunch, continues to be a top priority. Nearly forty percent of our students qualify for free or reduced meals. Free or reduced designation allows the district to receive government reimbursements and other benefits. Despite increases in food costs, thus far we have not raised our prices. Our goal is to provide our students with good tasting and nutritious meals.

Our new Mayors' Committee is proving to be very effective. The district, the Village, and the Lake are working together on many projects. The most obvious success to date is the Latchkey program. The three entities worked together to get a Lorain County Solid Waste Grant to help with the stadium bleacher project. The three entities will also partner on attempts to obtain funding for the all weather track project. The three, along with the Lorain County Metro Park System, recently applied for a Safe Routes to School Grant in hope of getting students off Harris Road and promoting safe biking and walking.

Credibility and connectivity with the community as well as improving our school culture and curriculum will continue to direct our efforts. We are looking at various ways to improve our public relations and communications with the members of our community not directly connected to the schools. We are looking to incorporate more community service type activities throughout our programs. We hope to provide the community with more opportunities to use our facilities, view our activities, experience our successes, and be part of our family. We will continue to stress the obvious; Sheffield-Sheffield Lake is a special place, with special people.

UPDATED 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. The plan will be revisited and updated again 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 Models for Mathematics, Language Arts, Science, and Social Studies, exceeding the state minimum requirements.
- Curriculum and in-service training will compliment each other.
- 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 GOALS

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

2008-2009 BOE GOALS

- 1) To improve academic achievement
- 2) To improve the academic culture
- 3) To improve the school environment
- 4) To improve internal and external communications
- 5) To improve community involvement in district activities and programs
- 6) To transform the Board of Education from a paper based to an electronic based system

2008-2009 SUPERINTENDENT GOALS

- 1) To obtain voter approval of our two renewal levies
- 2) To negotiate and settle new contracts with the certificated and classified unions
- 3) To improve the facilities long term
- 4) To address and bring closure to the Campus Wear issue
- 5) To continue to improve the District Local Report Card
- 6) To implement, review, and revise the 24/7 communications network
- 7) To review and revise, as appropriate, the homework policies
- 8) To place all the district forms on line
- 9) To review and update the BOE Policy Manual
- 10) To review and update the five year strategic plan

At the same time we need to continue to monitor and implement the existing goals

- 1) To continue to review and upgrade our curriculum, adding rigor and relevance
- 2) To continue to review and upgrade our senior year curriculum, specifically in the areas of dual credit, community service, and
- 3) To continue to improve the public relations program
- 4) To continue to improve the facilities short term
- 5) To continue to improve the math scores and programming
- 6) To continue to improve the food service program

GIFTED, TESTING, & CURRICULUM GOALS

- 1) Increase achievement for all students relative to individual ability
 - a. Work with EMIS Coordinator to ensure all students are coded correctly in the EMIS system

- b. Work with the Ohio Department of Education's School Improvement team to ensure all buildings meet AYP and are not at risk
 - c. Meet with building principals and grade level teams to review OAT results
 - d. Complete an analysis of the Local Report Card for the Board of Education
 - e. Complete an analysis of the OAT/OGT information for building principals to share with their staff
- 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
- a. Work with the building principal at Forestlawn and Barr to complete pacing charts for each grade level that are unified across the discipline and grade level
 - b. Facilitate work sessions for each grade level team that includes writing common assessments for the grade level power indicators
 - c. 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
 - d. Train teachers, as needed, on using assessments (using Rick Stiggins, Assessments For Learning, approach)
 - e. Create a plan for transitioning the grade levels
- 3) Assist in implementing the Board approved, District Professional Development Plan
- a. Work with the building principals and key staff members who were involved in writing the Building Professional Development Plan
 - b. Work with the High Schools That Work Core Team to understand the history of the initiative in the district and determine next steps for the district/building
 - c. Through the PROM/SE initiative work with the math and science team, district-wide, to analyze data and determine areas of growth, and areas of need
 - d. Work with DVAS in the district and Project SOAR team members to ensure all staff members understand the value-added metric and use the data to assist them in the classroom
 - e. Analyze all district testing data and create a user-friendly product that teachers and building principals will be able to use to show individual, content area, and building growth
- 4) Implement a district-wide homework policy that focuses on reading, writing and problem-solving.
- a. Compile research on homework best practices that include a reduction of traditional "drill work" and emphasize reading, writing and problem-solving skills
 - b. Develop a district-wide policy on the philosophy change from traditional homework policy to a "Homework Revolution" that focuses on reading, writing and problem-solving
 - c. Train teachers, as needed, on the new homework policy
 - d. Evaluate the use of homework with Pinnacle Plus system
- 5) Plan and facilitate the implementation of a competitive, developmentally-appropriate, standards- based comprehensive curriculum, instruction and assessment program that includes effective use of data to improve student learning
- a. Coordinate and facilitate Language Arts Committee to determine: vision for language arts, best practices for literacy, research programs and determine materials for our district
 - b. Research best practices for literacy
 - c. Present language arts textbook adoption and curriculum adoption to the Board of Education

TECHNOLOGY PLAN

Technology Goals: 2008-2009 School Year

The goals that I have set for technology in our district reflect the educational goals of the district. This year one of the main goals of the district is to provide a 24/7 learning environment and to improve communication with parents and the community. Another goal is to put all of our forms and documents

online to make them more accessible to students, staff and the community. Below is a summary of the role that technology will play in reaching these goals.

District Educational Goal: Improve Communication with the Community

One of the main goals of our district is to improve communication between the school and the community and technology will play a key role in accomplishing this goal. Newsletters, newspaper articles and school handouts are important ways of reaching the community but they do not come close to the impact or the number of “eyeballs” that we can reach through digital media.

Ways that technology can help to accomplish this goal

- **Focused e-mails via a distribution list**
 - What are we currently doing?*
 - Brookside- Weekly parent newsletters- maintained by Sue Manilla
 - SMS- Starting the process of accumulating addresses
 - Forestlawn- Weekly parent newsletters- maintained by Sue Enos
 - William Barr- Weekly parent newsletters- maintained by Sue Enos
 - Tennyson- Currently accumulating email list and will be sending out emails soon
 - Knollwood- Starting the process of accumulating addresses
- **Action Plan**
 - Encourage Principals to setup lists and begin sending regular newsletters
- **Online multi-media newsletters**
 - Post school newsletters and newspapers on the school webpage
 - What are we currently doing?* All schools make their newsletters available online
- **Online grade book and attendance information**
 - What are we currently doing?* Pinnacle program will soon open up to parents
- **Updated and informational websites**
 - What are we currently doing?* All of our school websites are maintained by the individual schools. They are currently posting announcements, events and some documents.
 - See more on this item below*
- **Automated phone messaging system**
 - We are currently investigating a system to auto-dial and send voice messages to parents.
- **Cable television**
 - What are we currently doing?* We provide over 150 hours of original programming each week and maintain an informational bulletin board to provide information to the community.

One of the ways we have begun to address this goal is to implement a comprehensive video program that utilizes two of our best mediums for reaching the community, our district website and our local cable access channel. These are quickly becoming the primary communication links between much of the community and the school district. Our district website has received over 700,000 hits since re-designing the site 2 years ago. There are 3700 households in our combined Sheffield Lake/ Sheffield Village communities with access to our Time-Warner cable channel 22 broadcasts. Our recently created website, www.cardinalTV22.com is quickly approaching the 1000th viewing of our streaming content that was created by our District Video Club. We need to continue to provide the community with quality programming that highlights the great things that are going on in our district. I would like to expand the use of these two mediums by including more multimedia and “student showcase” type of content.

Technology-Goal: Transition our district and school websites to “multimedia-based websites”.

This will not only draw interest to our websites but can also provide incentive for student achievement. Student accomplishments such as “Student of the Week”, “Caught Doing Math”, “Morning Journal Player of the Week”, “Second Team All-County” should all be highlighted on the district webpage. Other events such as holiday events, special projects, outstanding artwork, and assemblies should all be captured and posted for parents to see. In order to accomplish this we will need to delegate some of the work out to the people that are most familiar with these accomplishments. Examples of how this could work...

Elementary Schools- Academics, events, etc (Principals)
SMS- Academics, events, etc (Principals or designee), Athletics (Athletic Director or designee)
BHS- Academics events, etc (Principals/Guidance or designee), Athletics (Athletic Director or designee)

How Do We Accomplish This Goal:

1. **Make the process easy to accomplish.** This can be done by implementing a Flickr-based slideshow on the homepage of each school. Flickr is a free web-based service that allows people to upload and share photos online. It has a simple user interface and is an excellent use of “web 2.0” technology that we hear so much about in the media. I can embed code into each schools webpage that allows the Principal (or their designee) to upload photos to the Flickr website and they will automatically show up on the school webpage in a slideshow format. I am beta-testing this process with Sue Enos at Barr Elementary and I plan on rolling this out to all the schools later this month
2. Institute a “chain of communication” to ensure that information gets to the proper person. Principals (or their designees) will have to create their own system of collecting this information within their buildings (as well as photo/verbiage content) for publication. Information will need to be prioritized and submitted to district level webmaster for inclusion on district website and cable channel
3. Principals will need to make sure that they have developed a good system of differentiating students that can and cannot be highlighted on the websites using the “Permission to Post” forms

Steps we need to take:

1. Implement a picture of the week on our district website. This would be submitted by each school on a rotating basis. Each school will be assigned every 6th week as their turn to provide me with a photo to post on the district website. The photo should emphasize school goals and activities and include a caption. The school will be responsible for obtaining parental consent for all photos
2. Embedding a Flickr slideshow on each schools homepage. This will allow each page to have a slideshow on their home page that they can manage through the Flickr website. The school will be responsible for obtaining parental consent for all photos
3. Embedding video on websites when appropriate. This could be a podcast, a DVC production, or a staff or student creation
4. In-service Principals (and/or designee) on how to access and upload photos to the Flickr website

“Other” technology goals relating to Communication

- Video morning announcements in each building
- Student email addresses and web space provided at no cost by Microsoft
- Increased awareness of the benefits of multimedia technologies in the classrooms such as podcasting
- Implement wikis and blogs throughout the district

District Educational Goal: Create a 24/7 Learning Environment

This goal involves making all of our classroom materials available to the students and parents at home via the district website. This includes grades and attendance information, daily lessons, handouts, study guides, internet links, videos, podcasts and other supporting materials. We have had the infrastructure in place for several years to make this happen and our focus should be on helping teachers migrate towards a “digital classroom”. This is not an easy transition and it requires teachers to completely re-think the way that they present and store information in their classroom. They will need help with this and professional development will be necessary to get them comfortable with making this next step.

Ways that Technology can help to accomplish this goal

- Grading and attendance information accessible to parents 24/7 via the district website.

What are we currently doing? Pinnacle program will soon open up to parents.

- **Homework listed on teacher websites**

What are we currently doing? Principals are stressing the importance of this to their staff. Most are complying with this request. I have created an easy way for Principals to see how often their teachers are updating their websites. I have held several in-services on this subject and some teachers have begun to do their own in-services for other teachers. This is the most effective means of in-servicing the teachers.

- **Daily lessons and classroom resources posted to teacher websites**

What are we currently doing? Very few teachers are currently doing this. This is an area that requires teachers to re-think the way they present and store information in their classroom. This is a huge change that will take some time to accomplish this goal.

Action Plan

The infrastructure is in place but teachers will need assistance to migrate their classrooms to become “digital classrooms”. That is what we are really asking them to create. What we need is to develop some “catalysts” in each building that are willing to not only serve as role models of technology use but also to share this knowledge with their colleagues. Catalysts will need to be knowledgeable, tech-savvy teachers that have bought in to the 24/7 concept and are willing to take on a leadership role in their building. I used a similar strategy in rolling out various technologies such as smartboards and “clickers” and it works very well. In-services and time to complete this task will be the key to accomplish this goal.

District Educational Goal: Put all forms and documents “online”

This goal involves making all of our district forms and documents online and available to our students, staff and community. Things such as insurance forms, applications, nominations and any other form or document we use in the district should all be readily available via our district website.

Ways that Technology can help to accomplish this goal

- House all forms in a manageable and intelligent format on the district website
- Scanning and conversion of documents into a “digital format”

Steps to accomplish this Goal

- All district forms need to be collected and evaluated
 - Do they need revised?
 - Do they need to be multi-part NCR?
- Original Form Documents need to be located. This is much easier than re-creating existing forms
- Original Forms need to be converted to Adobe Documents
 - Will users need to fill-in forms online?
 - Will users be able to submit forms online?
- Forms need to be uploaded to Forms or Documents area of website and linked to appropriate sections

BROOKSIDE HIGH IMPROVEMENT PLAN

1) Accomplish HSTW BUILDING GOALS

- a. Increase rigor per TRV
 1. Mapping
 2. Teaching strategies
- b. Transitional Structure
 1. 8th grade to high school
 2. 12th grade to post secondary options
- c. Grade book implementation and support

2) Improve 8th to 9th Transition and Planning

- a. Four credits Language Arts, Math, Science, Social Studies (Class of 2012)
 - b. Continue OGT Focus
 - c. Continue Curriculum Mapping with OACS Alignment
 - d. ACT Prep (EXPLORE)
 - c. 8th & 9th Grade Teacher Dialogue
- 3) Improve the Sophomore Focus
 - a. OGT
 - b. ACT Prep (PLAN)
 - 4) Improve Senior Year Rigor
 - a. Curriculum Alignment with LCCC (Senior to College Freshman)
 - b. Senior Project with Government
 - 5) Improve Communications with Parents
 - a. Web Sites Uploads: Plans/Lessons/Notes
 - b. Pinnacle Plus
 - c. On Line Student Scheduling through eSIS
 - d. Improve BLOG Program (Relevancy to Student Needs)
 - e. 'Literacy Across The Curriculum' (Read and Write well)
 - f. Business Curriculum Evaluation
 - 7) Technology Course Expansion and Development

SHEFFIELD MIDDLE SCHOOL IMPROVEMENT PLAN

- 1) Increase testing scores to reflect an "excellent" rating from the ODE
 - a. Teachers and administration buy into a program such as middle schools that work or the ODE pilot program for literacy
 - b. Implement content standards into lessons
 - c. OAT question of the day. Re-asked by Mr. Cook for a prize
- 2) Improve Climate of SMS
 - a. Office / Secretarial staff expectations
 - b. Public proof building
 - c. Every person who communicates with the office is a potential yes vote for our levy.
 - d. Student friendly
- 3) Continue to implement the district wide technology policy 24/7
 - a. Teachers save lessons from SMART board to their websites
 - b. Parent viewing of grades from home. Pinnacle
 - c. Integration of technology use in all classrooms
- 4) Work with staff development to improve teacher pedagogy
 - a. Develop a teacher driven plan to implement new and improved teaching strategies such as the power of I, or professional learning communities that work by DuFour
 - b. Follow the professional development plan for the year, created by our development team
- 5) Learn the Master agreement of Classified and Certified Staff
- 6) Develop the master schedule to enhance pedagogical performance.
 - a. Work with Linda to manipulate the schedule skeleton and also teaching assignments

- 8) Get to know kids, staff, and community
 - a. Learn all stakeholders' names
 - b. Become involved in activities that are important to the community
 - c. Have a positive impact on SMS and the community

FORESTLAWN AND BARR IMPROVEMENT PLAN

- 1) Academic
 - a. To achieve a rating of Excellent by the ODE
 - b. To raise OAT scores, particularly in math
 - c. To achieve and maintain building level AYP
 - d. To reach grade level consensus on indicator specific assessments
 - e. To implement the standards based report card utilizing common planning time for teachers to "fine tune" as needed
 - f. To encourage and facilitate team planning/teaching
 - g. To secure an individual identity for Forestlawn/Barr as being a Sheffield-Sheffield Lake 5th/4th grade school
- 2) Technology Integration
 - a. To facilitate parent access to student assignments and grading as well as provide helpful learning tool through the 24/7 school to home access project
 - b. To improve assessment capabilities by implementing Senteos in every classroom
 - c. To expand smartboard capabilities through the use of airliners in classrooms
 - d. To better provide distance learning experiences though the IVDL system at Forestlawn
- 3) Public Relations
 - a. To assist in strengthening the PTO and increasing membership
 - b. To allow parents to view classroom and building activities through the use of technology such as podcasting, video streaming via the webpage, and cable channel programming
 - c. To continue easy access for parents by providing a weekly email update as well as a monthly newsletter
 - d. To continue to provide a parent/child fun evening event such as the "Spring Fling" (5th) and "Fall Harvest Fest" (4th)
 - e. To continue to build building pride by participating in Cardinal Pride activities such as Spirit Week and the homecoming parade

TENNYSON IMPROVEMENT PLAN

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) Math:
 - a. Support the implementation of Investigations in grades 2 and 3 by understanding classroom needs and keeping the integrity of the program
 - b. Encourage staff to share success/frustrations through staff meetings, emails, team meetings, etc
 - c. Encourage Gifted and Intervention Specialists to support instruction in the classrooms and in their own area
 - d. Encourage staff to observe peers' instruction
- 2) Reading:
 - a. Begin researching and evaluating reading programs which encourage reading, promote Ohio standards, and has flexible grouping based on interest and ability level. The program should also integrate science, social studies, and non-fiction reading into the program.

- 3) Title One:
 - a. Ensure all parts of the program, instructional and EMIS, are completed by the end of the year
- 4) Communication 24/7:
 - a. Support and understand the implementation of Pinnacle during the school year to ensure parent, teacher and student access throughout the school year
 - b. Encourage frequent updates of school websites for communication with parents and community
 - c. Newsletters, phone calls and emails will be made to maximize communication with parents, teachers, and the community
 - d. Create an email listserve to communicate with families
- 5) Safety:
 - a. Tennyson will continue to be a warm, safe, inviting school
 - b. Provide a safe playground by removing unsafe benches, clearing the unused playground pit, and providing for more playground equipment
 - c. Encourage positive reinforcement of playground discipline

KNOLLWOOD IMPROVEMENT PLAN

- 1) To actively participate in the 24/7 concept by having 100% of Knollwood's staff posting daily/weekly assignments and activities on their websites which will increase communication between home and school
- 2) To continue to coordinate grade level meetings on a weekly basis to address state standards, curriculum and instructional strategies
- 3) To utilize IVDL technology to implement lessons that reflects the academic content standards
- 7) To support the professional development opportunities during the district-wide early release days that will address and enhance student academic achievement/progress
- 8) To implement and support the new Math Investigations program at the K-1 level covering the math content standards from the Ohio Department of Education
- 9) To maintain full compliance for Preschool
- 10) To implement and support the new Pinnacle Plus grading system at the K-1 level by providing continuous professional development for understanding
- 11) To continue to work with PTO to establish positive relationships between community and staff which reflect positivel
- 12) To maintain the volunteer program at Knollwood which promotes a friendly learning environment focused on academic achievement
- 13) To work with Tennyson to implement a transition plan between 1st and 2nd that will address the needs of the students and parents

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 two 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.

BOE/District	2008-09	2009-10	2010-11	2011-12	2012-13
Security Cameras	95000				
Jarod's Law Requirements	20000	20000	20000	20000	20000
Air Conditioning		90000	90000	90000	
Parking Lot Engineering	21000				
Parking Lot Drainage	40000				
Concrete/Asphalt	215000	75000	25000	25000	25000
Grounds/Landscaping	5000	5000	5000	5000	5000
Bus Garage Repairs		5000	5000	5000	5000
Bus Garage Painting	8000				
Bus Garage Gutters	3400				
Tractor		15000			
Skid Steer and Attachments			30000	5000	5000
Mower	12000				
Truck/Gator			25000	15000	25000
Technology	50000	50000	50000	50000	50000
Flooring	11300	6000	6000	6000	6000
Underground Storage Tank	500	500	500	500	500
Architect Fees	10200	10000	9800		
BOE Sump Line	3500				
BOE Office furnace/air conditioning	5300				
Storm Water Management	7500	5000	5000	5000	5000
Three Year Asbestos Inspection	5000			5000	
Asbestos Repairs	3000	3000	3000	3000	3000
Roofs	14300	15000	15000	15000	15000
Boiler Repairs/Maintenance	20000	20000	20000	20000	20000
Painting	13000	5000	5000	5000	5000
Access Control System					
Field House					
Weight Room					
Portable Bleachers	20000				
Stadium Storage Barns	5100				
Press Box and Bleacher Removal	10000				
Bleacher Foundations	56000				
Stadium Engineering	12500				
Stadium Survey	4000				
Stadium Press box	71000	30000			
Stadium Bleachers	205000				
Stadium Sound System	400				
Stadium Fence, RR's	30000				
Stadium Track					
BHS					
BHS Softball Field	1000				
BHS Baseball Field Drainage	7700				

	2008-09	2009-10	2010-11	2011-12	2012-13
BHS Baseball Field	1000				
BHS Gym Sound System	3000				
BHS Gym Ventilation	4600				
BHS Gym Lights	10000				
BHS Stage Lighting	6000				
BHS Boys Locker room		2000			
BHS Doors	100000				
BHS Plumbing	5000				
BHS Floor Scrubber	3000				
BHS Cafeteria Equipment	30000	15000	15000	15000	1500
BHS Renovations			50000	50000	50000
<u>SMS</u>					
SMS Sewer Plant	800				
SMS Gym Sound System					
SMS Gym Ceiling	5000				
<u>Barr</u>					
Barr Sewer Plant	30000				
POS Cafeteria System	3000				
Barr Lights	5000				
<u>Forestlawn</u>					
Roof Drain			2500		
POS Cafeteria System	3000				
Forestlawn Lights	5000				
<u>Tennyson</u>					
Northwest Exterior Wall					
Window Repairs					
POS Cafeteria System		3000			
Tennyson Lights		5000			
<u>Knollwood</u>					
Knollwood Room Renovations					
Floor/Wall Repairs					
POS Cafeteria System		3000			
Knollwood Lights		5000			
Totals	\$1,209,900	\$387,000	\$381,500	\$339,000	\$254,000

FOOD SERVICE PLAN

The Cafeteria is not yet operating as we would like to see. A decrease in sales is the major issue. Therefore, after considerable research and conversation, we will be considering the following changes in order to improve free and reduced meal utilization and to increase sales.

Immediate:

- 1) To conduct weekly 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 expand the POS program into the elementary buildings
- 7) To upgrade cafeteria equipment

Long term:

- 1) To implement a point of sale system throughout the district
- 2) To maximize the free and reduced program
- 3) To maximize commodity usage
- 4) To use more comparative purchasing
- 5) To provide professional training and in servicing based on staff determined needs
- 6) To implement a series of theme days, promotions, and marketing programs
- 7) To upgrade cafeteria equipment
- 8) To continue to review and revise the wellness program
- 9) 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 27, 2008. 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 31st 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.