



MEDINA CITY SCHOOLS



STRATEGIC PLAN

June 2017



**Educate
Challenge
Inspire**

A NOTE FROM SUPERINTENDENT AARON SABLE: THE STRATEGIC PLANNING PROCESS

The Medina City School District's strategic planning process has encompassed the following three phases: Listen, Learn and Lead. Each stage of the process has provided us with information to assist in creating goals and strategies to meet the needs of Every Student, Every Day.

Phase I: Listen

Multiple strategies were implemented in an effort to receive a wide variety of feedback from businesses, community members, parents, students and staff. These strategies have been utilized to gain a global perspective on where we were, where we are currently and where we want to go as a district. The strategies included the following:

- The establishment and expansion of multiple forms of multimedia where information can be shared and exchanged.
- Organized Community Chats scheduled throughout the year to have open conversations about the district.
- A formal community meeting to discuss and gain formal feedback on successes, failures and expectations moving forward.
- Regular meetings with various district departments, community members and staff.
- The establishment of a Superintendent's Student Advisory Committee, which meets on a monthly basis.
- Visit with various business and community groups to discuss school topics.
- Formal surveys distributed to the community, staff and local business leaders.

Phase II: Learn

Strategic Planning Committees were established in the areas of Student Academics, Community Engagement, Facilities and Finances. The committees were coordinated by district administration and included community members, parents, students and staff. Each committee sorted through the wealth of information that was received in Phase I and developed goals and action steps within each of the established areas.

Leadership from the various committees collaborated with the finance committee to establish projected costs for the implementation of the goals. The impact of these costs on the district's current budget, as well as potential future levies, was a vital part of the financial planning process.

A two-tiered plan was developed for the implementation of each goal to ensure the district would have a viable strategic plan moving forward. The first tier of the plan outlined the goals and strategies operating under the current financial budget. The second tier represented the goals and strategies with potential increased funding through the passage of a levy. The two-tiered approach clearly outlines how the district will improve based off of the feedback received and researched. This will ensure the district is advancing the students' opportunities under various financial scenarios.

A draft of the strategic plan with the financial scenarios was presented to the Board of Education during a special meeting on May 8, 2017 in order to receive feedback prior to releasing the final product.

Phase III: Lead

The completed strategic plan was presented at the final Community Chat in late spring of 2017. The Board of Education approved the plan during the regular June Board meeting. The formal implementation of the goals will begin during the 2017-2018 school year.

Contained within this document are the goals of the Medina City School District. They are driving the Board of Education, administration, staff and budget as we dedicate ourselves to guide students to reach their maximum potential, instill enthusiasm for learning, and engage in partnerships with students, families, businesses and the community.

Aaron J. Sable
Superintendent
Medina City Schools



Our Mission

The Medina City School District prepares students for an ever-changing future by:

- Providing a student-centered learning environment to help students reach their maximum potential
- Instilling in them an enthusiasm for lifelong learning
- Engaging in collaborative partnerships with district families, the community and the world

Our Vision

Our students will be globally prepared citizens who value positive contributions to their community and society.

Our Core Values

The Medina City School District promotes academic excellence through the following Core Values:

- We provide positive and safe learning environments
- We provide collaborative leadership that creates a professional atmosphere of support, trust and respect
- We believe lifelong learning is an individual process and individual needs should be identified and addressed through research-based best practices
- We promote academic excellence through a student-centered learning environment
- We are committed to the belief that all students should make positive contributions to their family, the community and the world
- We will maintain fiscal responsibility and transparency while engaging in sound business operating practices as we strive to provide diverse opportunities for students
- We believe in timely, positive and honest communication
- We foster partnerships with district families, the community and the world

STRATEGIC PLANNING GOALS

STUDENT ACADEMICS

◆ **Strategy: To improve student achievement and increase academic opportunities for all students.**

Goals:

- Offer free all-day kindergarten to all incoming students by the 2022-2023 school year, pending additional funding
- Annually increase Inquiry-Based Learning* (IBL) experiences through increased student investigation using questions, problems and scenarios
- Annually review elective courses at the middle and high school levels to improve or expand academic opportunities
- Create a consistent district grading, homework and assessment practices draft by the 2017-2018 school year
- Implement an academic recognition program at Medina High School by the 2019-2020 school year
- Obtain elementary reading and math coaches for the purpose of improving instruction and increasing student achievement by the 2022-2023 school year, pending additional funding
- Increase extra-curricular opportunities at the elementary and middle school levels by 2018-2019

*Inquiry Based Learning (IBL) is a method of teaching in which students gain knowledge and skills by working to investigate and respond to an authentic, engaging and complex problem or challenge. These activities usually start by the teacher posing big questions or real world problems to start the students on the path of inquiry. STEM and Project Based Learning are two teaching initiatives that fall under the umbrella of IBL.

◆ **Strategy: To prepare students for college and careers.**

Goals:

- Increase outreach to students and parents about college and career opportunities by the end of the 2017-2018 school year
- Increase programming and resources to students in the area of college and career planning by the 2022-2023 school year, pending additional funding

COMMUNITY ENGAGEMENT

◆ **Strategy: Continue to foster consistent and transparent communication to build awareness and trust among all stakeholders.**

Goals:

- Increase communication to senior citizens through engagement by the 2019-2020 school year
- Increase communication to community members who do not have students enrolled in the Medina City School District utilizing additional communication tools by the 2019-2020 school year
- Increase engagement and communication with the business community through programs beginning in the 2017-2018 school year and expanded programming by the 2020-2021 school year



◆ **Strategy: Create a clear and concise brand for the Medina City School District, making the District easily identifiable.**

Goals:

- Research and create a uniform brand identity across the district by the 2022-2023 school year, pending additional funding

FACILITIES

◆ **Strategy: Maximize capital improvement projects across all sectors of Medina City Schools.**

Goals:

- Annually focus on capital improvement projects in the areas of safety, minimizing future costs and enhanced learning environments for students
- Review and prioritize Facilities Committee's 5-year plan based on building and student needs while remaining fiscally responsible

◆ **Strategy: Raise awareness of the energy efficiency of Medina City School District's facilities.**

Goals:

- Annually communicate the energy efficiencies of each facility to the community by the 2017-2018 school year
- Engage students and staff in energy conservation measures by the 2017-2018 school year
- Secure Energy Star rating for each school building by the 2018-2019 school year

FINANCES

◆ **Strategy: Continue transparent communication about the use of Medina City Schools funds.**


Goals:

- Continue to report on a monthly and semi-annual basis the status of funding and expenditures
- Continue community awareness of district finances utilizing various communication tools monthly
- Continue to demonstrate fiscal responsibility

◆ **Strategy: Research and review all funding sources.**

Goals:

- Annually review the goals of the strategic plan and align with available funding
- Annually research and seek alternative funding for programming and other district projects



The district serves approximately 7,000 students in kindergarten through twelfth grade in seven elementary schools, two middle schools and a high school covering about 52 square miles. The high school campus includes a community recreation center and a state-of-the-art Performing Arts Center.

Students of Medina City School District excel in academics, athletics, music and the arts. The school district values community partnerships and strives to develop collaborative initiatives for the betterment of the district and community.

BOARD OF EDUCATION MEMBERS

Doug Eastwood, *President*
Rebecca Parkhurst, *Vice-President*
Thomas Cahalan
Ron Ross
Robert Skidmore

COMMITTEE MEMBERS

Student Academics

Facilitator: Tina Cassidy, Director of Instruction

Jennifer Anzalone, *Parent*
JoAnn Cabacungan, *Parent*
Deb Chester, *President of PACE/Parent*
Brian Condit, *Principal, Ella Canavan Elementary*
Trina Devanney, *Parent*
Emily Faust, *Parent*
Shasha Gibbs, *Staff Member*
Kim Hallock, *Principal, Eliza Northrop Elementary*
Jeff Harrison, *Principal, Medina High School*
Marcie Henning, *Parent*
Alyssa La Rae Kovacks, *Parent*
Shirley Larabee, *Parent*
Eldora Lavdas, *Principal, H.G. Blake Elementary*
Chris Livingston, *Parent*
Karen McGinty, *Principal, Garfield Elementary*
Kristen Minichello, *Parent*
Craig Mone', *Parent*
Tyra Mone', *Parent*
Lindsay Moore, *Parent*
Amy Morse, *Parent*
Dr. Kristine Quallich, *Assistant Superintendent*

Callie Rose, *Parent*
Rudy Schmeller, *Parent*
Renee Schneider, *Parent*
Carrie Schreck, *Staff Member*
Dorene Shirey, *Staff Member*
Pam Shirk, *Staff Member*
Jen Warren, *Parent*

STUDENT MEMBERS

Sarah Hoag
Brittany Hopper
Ali Horner
Lila Kratsas
Andrew Kotick
Tabitha Ludwiczak
Ella Rasper
Sabrina Sowa
Madeline Tome
Megan Varley
Bryce Vein

Community Engagement

Facilitator: Amy Busby, Director of Community Relations

Karen Clark, Parent

Doug Eastwood, President, Board of Education

Shannon Federinko, Principal, Heritage Elementary

Cindy Grice, Principal, Ralph E. Waite Elementary

Craig Komar, Principal, Sidney Fenn Elementary

Angie Kovacs, Parent

John Leatherman, Principal, Evolve Academy

Debbie Muniak, Medina Performing Arts Center

Jodi Robbins, Parent, Economic Development Corporation, Main Street Medina

Robert Skidmore, Board of Education Member

Bob Thompson, Town & Country Co-Op

Facilities

Facilitator: Jon Burkhart, Director of Business Affairs

Jeff Brandon, Montville Township Trustee and Real Estate Agent

Tom Cahalan, Board of Education Member

Doug Eastwood, President, Board of Education

Jerry Gunner, Retired Community Member

Jason Locher, Staff Member

Scott Miller, Community Member

David Smith, Community Member

Finance

Facilitator: David Chambers, Treasurer

Terry Bernath, Community Member

Dennis Churgovich, Community Member

Sandy Dombrowski, Community Member

David Hamman, Staff Member

Rebecca Parkhurst, Board Member

Ron Ross, Board Member

Aaron Sable, Superintendent

Rudy Schmeller, Community Member





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