



STRATEGIC PLAN

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Table of Contents

Introduction.....	3
Board of Education.....	4
Administration.....	5
School Buildings.....	6
2019-2024 Strategic Plan	
Goal #1 – Academic Achievement.....	7
Goal #2 – Climate, Diversity & Mental Health.....	8
Goal #3 – Communication.....	9
Goal #4 – Finances.....	10
Goal #5 - Facilities, Safety & Security.....	11



Introduction

On behalf of the Board of Education, administration, teachers and support staff of the Kent City School District, I am proud to present our 2019-2024 strategic plan. Kent City Schools is primed to meet the challenges of the 21st century as we strive to provide our students with a holistic experience that prepares them for a future filled with possibilities. This plan will serve as a guide and resource as we determine the actions and decisions that will positively benefit our students and community now and in the future.

At present, school districts are asked to do more than ever before - with limited resources. This, however, does not change the direction and core philosophy of Kent City Schools. We are committed to creating an atmosphere that encourages inquiry, critical thinking, and the desire for life-long learning. We believe these abilities are fundamental to improving the quality of our students lives, today and in the future.

Our strategic plan was created based on a series of focus groups, interviews and surveys, which allowed us to gather feedback from local business leaders, government officials, civic organization members, school district staff, board members, parents and the community at large. For each year of the plan, Kent City Schools has developed specific, actionable objectives and assigned steps to dedicated teams of personnel to ensure goal attainment.

The plan covers five goal areas including:

- a. Academic Achievement
- b. Climate, Diversity & Mental Health
- c. Communications
- d. Finances
- e. Facilities, Safety & Security

We are excited to consider the results as we begin work on the individual components of our plan and are committed to providing timely and transparent updates to our community stakeholders. The future is bright for Kent City Schools.

Sincerely,

George J. Joseph
Superintendent, Kent City Schools

Date: June 18, 2019



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Kent City School District Buildings

Theodore Roosevelt High School

1400 N. Mantua St.

Kent, OH 44240

330-676-8700

Dennis Love, Principal

Brian Bachtel, Assistant Principal

Mary Lynn Bush, Assistant Principal

Daniela Stuckey, Assistant Principal

Stanton Middle School

1175 Hudson Rd.

Kent, OH 44240

330-676-8600

Anthony Horton, Principal

Kathy Scott, Assistant Principal

Aaron Hido, Dean of Students

Holden Elementary

132 W. School St.

Kent, OH 44240

330-676-8400

Todd Poole, Principal

Longcoy Elementary

1069 Elno Ave.

Kent, OH 44240

330-676-8350

Janice Swan, Principal

Davey Elementary

196 N. Prospect St.

Kent, OH 44240

330-676-7400

Abbey Bolton, Principal

Walls Elementary

900 Doramor St.

Kent, OH 44240

330-676-8300

Heidi Singer, Principal



Goal #1 – Academic Achievement

Provide a comprehensive academic program that considers and values the diverse needs of every student. Prepare students for the demands of the 21st century by utilizing research-based practices in a high-expectations environment. Provide mental health support personnel and resources to students and families in need.

Objectives:

- A. Ensure equitable student access to a rigorous and relevant core curriculum across all disciplines that prepare students for career and college readiness.

Action Steps	Team Leader	Timeframe	Notes
Evaluate current curriculum	Karen R.	January 2020	
Develop recommendations	Karen R.	April 2020	
Implement recommendations	Karen R.	August 2020	
Measure and report success	Karen R.	May 2021 (ongoing)	

- B. Study and make recommendations on best-practice strategies which focus on gap-closing for all student subgroups. (i.e. economically disadvantaged, minority, etc.)

Action Steps	Team Leader	Timeframe	Notes
Evaluate current strategies	Linda P.	January 2020	
Develop recommendations	Linda P.	April 2020	
Implement recommendations	Linda P.	August 2020	
Measure and report success	Linda P.	May 2021 (ongoing)	

- C. Design a comprehensive system for academic intervention(s) that will be applied consistently at all grade levels; focus resources to support personnel currently working with at-risk students and students with special needs.

Action Steps	Team Leader	Timeframe	Notes
Assess current system	Justin G.	January 2020	
Develop recommendations	Justin G.	April 2020	
Implement recommendations	Justin G.	August 2020	
Measure and report success	Justin G.	August 2021	

- D. Increase internal and external collaboration to positively impact consistency of curriculum and student achievement.

Action Steps	Team Leader	Timeframe	Notes
Evaluate current systems	Dennis L.	January 2020	
Develop recommendations	Dennis L.	February 2020	
Implement recommendations	Dennis L.	TBD	
Measure and report success	Dennis L.	TBD (Ongoing)	



Goal #2 – Climate, Diversity & Mental Health

Continue a culture that is accepting, respectful and appreciative so that every student, staff and community member feels welcomed and inspired to call Kent City Schools home. Continue to build upon longstanding traditions of acceptance and inclusion through purposeful dialogue and engagement of traditionally underrepresented groups.

Objectives:

- A. Continue to recruit and retain diverse staff members to more accurately reflect the student population of Kent City Schools.

Action Steps	Team Leader	Timeframe	Notes
Evaluate current systems	Tom L.	May 2019	
Develop recommendations	Tom L.	July 2019	
Implement recommendations	Tom L.	January 2020	
Measure and report success	Tom L.	June 2020	

- B. Create opportunities for extended supports for all students in need; provide specific supports to traditionally underrepresented demographics.

Action Steps	Team Leader	Timeframe	Notes
Assess current opportunities	Todd P.	January 2020	
Develop recommendations	Todd P.	March 2020	
Implement recommendations	Todd P.	August 2020	
Measure and report success	Todd P.	June 2021	

- C. Provide ongoing staff training and professional development in inclusive practices and supports.

Action Steps	Team Leader	Timeframe	Notes
Evaluate current platform	Justin G.	January 2020	
Develop recommendations	Justin G.	April 2020	
Implement recommendations	Justin G.	November 2020	
Measure and report success	Justin G.	June 2022	

- D. Develop and promote collaborative opportunities that increase interaction and exposure to diverse groups within the Kent community.

Action Steps	Team Leader	Timeframe	Notes
Evaluate current opportunities	Mary Lynn B.	January 2020	
Develop recommendations	Mary Lynn B.	April 2020	
Implement recommendations	Mary Lynn B.	August 2020	
Measure and report success	Mary Lynn B.	January 2021	



- E. Offer a comprehensive program of services for students and families with mental health needs; continue to provide staff training in mental health awareness and support classroom strategies that promote a healthy, whole-child outlook.

Action Steps	Team Leader	Timeframe	Notes
Evaluate current programming	Janice S.	June 2020	
Develop recommendations	Janice S.	January 2021	
Implement recommendations	Janice S.	August 2021	
Measure and report success	Janice S.	August 2022	



Goal #3 – Communication

Enhance and expand open, innovative and diverse methods of communication to provide needed information and resources to students, staff, families and the community. Actively engage all stakeholders in two-way communication practices.

Objectives:

- A. Create systems and strategies to ensure consistent levels of communication and uniform application of rules and policies for all district buildings.

Action Steps	Team Leader	Timeframe	Notes
Assess current systems	George J.	June 2020	
Develop recommendations	George J.	January 2021	
Implement recommendations	George J.	August 2021	
Measure and report success	George J.	June 2022	

- B. Design a communications support network dedicated to providing support services for students and families in need and/or in crisis.

Action Steps	Team Leader	Timeframe	Notes
Assess current communication support strategies	Abbey B.	January 2020	
Develop recommendations	Abbey B.	March 2020	
Implement recommendations	Abbey B.	August 2020	
Measure and report success	Abbey B.	June 2021	

- C. Design and establish consistent and meaningful opportunities for staff collaboration across teams and grade-level departments.

Action Steps	Team Leader	Timeframe	Notes
Assess current opportunities	Linda P.	January 2020	
Develop recommendations	Linda P.	April 2020	
Implement recommendations	Linda P.	August 2020	
Measure and report success	Linda P.	June 2021	



Goal #4 – Finances

Continue to demonstrate exceptional accountability, transparency and responsibility in all aspects of operations and fiscal management. Take a proactive stance to maintain infrastructure, programs and services.

Objectives:

A. Provide regular community updates on all capital improvement projects and initiatives.

Action Steps	Team Leader	Timeframe	Notes
Assess current systems for providing community updates	Jim S.	August 2019	
Develop recommendations	Jim S.	January 2020	
Implement recommendations	Jim S.	June 2020	
Measure and report success	Jim S.	June 2021 (Ongoing)	

B. Continue to monitor the effectiveness and efficiency of district operations.

Action Steps	Team Leader	Timeframe	Notes
Evaluate current operations system	Debbie K.	October 2019	
Develop recommendations	Debbie K.	July 2020	
Implement recommendations	Debbie K.	October 2020	
Measure and report success	Debbie K.	July 2021 (Ongoing)	

C. Explore opportunities for additional corporate gifts, in-kind donations, grants, financing and matching contributions from local businesses and foundations.

Action Steps	Team Leader	Timeframe	Notes
Assess current opportunities	Brian B.	August 2019	
Develop recommendations	Brian B.	January 2020	
Implement recommendations	Brian B.	August 2020	
Measure and report success	Brian B.	June 2021	

D. Provide the community with additional transparent, ongoing and consistent updates on district finances.

Action Steps	Team Leader	Timeframe	Notes
Assess current systems for communicating updates	Debbie K.	October 2019	
Develop recommendations	Debbie K.	July 2020	
Implement recommendations	Debbie K.	October 2020	
Measure and report success	Debbie K.	July 2021 (Ongoing)	



Goal #5 – Facilities, Safety & Security

Provide and maintain excellent facilities and infrastructure that are functional, safe, clean and welcoming. Implement updates and improvements to district property, facilities and safety measures.

Objectives:

- A. Continue to review all aspects of physical security throughout the district; recommend changes to policy and application of best-practice safety strategies; ensure consistent application of safety protocols and procedures in all district buildings and at all district events.

Action Steps	Team Leader	Timeframe	Notes
Evaluate current safety and security standards	Jim S.	January 2020	
Develop recommendations	Jim S.	April 2020	
Implement recommendations	Jim S.	August 2020	
Measure and report success	Jim S.	June 2021	

- B. Study traffic patterns (incoming and outgoing) at all district buildings to ensure safety and accessibility.

Action Steps	Team Leader	Timeframe	Notes
Assess current traffic systems	Aaron H.	January 2020	
Develop recommendations	Aaron H.	June 2020	
Implement recommendations	Aaron H.	June 2021	
Measure and report success	Aaron H.	January 2022	

- C. Analyze and prioritize needs of district buildings as part of a building and grounds comprehensive plan.

Action Steps	Team Leader	Timeframe	Notes
Evaluate current plan	Anthony H.	August 2019	
Develop recommendations	Anthony H.	September 2019	
Implement recommendations	Anthony H.	July 2020	
Measure and report success	Anthony H.	July 2021	

- D. Analyze and prioritize needs of district athletic facilities as part of an athletic facility comprehensive plan.

Action Steps	Team Leader	Timeframe	Notes
Evaluate current plan	Tom L.	August 2019	
Develop recommendations	Tom L.	September 2019	
Implement recommendations	Tom L.	July 2020	
Measure and report success	Tom L.	July 2021	