



Madeira City Schools Strategic Plan 2018 & Beyond

**Presented to the Board of Education by the
Madeira City Schools Planning Commission - April 16, 2018**

Overview

In an effort to maximize our district efforts, the Planning Commission focused as a group on the development of a district-wide strategic plan. The Planning Commission convened with its normal officers but was also facilitated by two outside consultants from the Hamilton County Educational Service Center (HCECSC). In addition, ad hoc members were added to the Planning Commission this year primarily made up of teachers for the purposes of broadening perspectives throughout the district. The development of our district-wide strategic plan was guided by the following questions: How can we work together as a Planning Commission to create a 3-5 year strategic plan for the district? What are the key components / goal areas that should be focused on within the district strategic plan that guide the school district's mission and vision? How could we enhance our current goals / objectives process to plan for the future?

Methodology

Facilitated by HCECSC Consultants Bill Sears and Michael Eckert, the Planning Commission strategic planning process sought to engage the local community and the school district staff in an extensive series of focused dialogues. Work teams formed to build a comprehensive plan of goals and action items and critical areas for the future for Madeira City Schools.

Following this general format, the Planning Commission went through the first three phases of Define & Document, Discover & Develop, Design & Refine. The fourth phase, Share & Monitor, is still yet to be completed by the district. This last phase of sharing with the community should include clear and concise marketing of each of the goal areas. Each year, the strategic plan will then be acted upon through the creation of specific action steps for each school year that will be monitored by the Madeira City Schools Board of Education.

Define & Document	Discover & Develop	Design & Refine	Share & Monitor
<ul style="list-style-type: none">• Mission, Vision, Core Values & Beliefs• Competitive Advantage• Industry & market trends• Graduates for tomorrow's future	<ul style="list-style-type: none">• Strategic issues• Constituent insights• Use SWOT• Survey groups• Develop goals	<ul style="list-style-type: none">• Analyze SWOT• Cascade goals with action items / critical areas• Build plan & consensus	<ul style="list-style-type: none">• Rollout communication• Leverage team• Set specific building plans• Update annually



The Planning Commission received input from articles and videos intended to focus forward thinking (Appendix A). In addition, the Planning Commission involved the community in a survey to understand what the district's strengths were and as well as the perceived opportunities for growth. From these sources as well as facilitated dialogue, four key goal areas emerged and study teams were formed to investigate and further develop the goal areas - **Teaching & Learning, Climate & Culture, Communication & Partnership, and Sound Operational Management & Financial Stewardship**. The reports of these goal areas are included (Appendix B).

Mission

In partnership with parents and community, Madeira City Schools provides and promotes a positive learning environment that challenges each learner to achieve full academic potential for excellence and be a responsible, educated, and caring individual now and in the future.

Vision

The vision of Madeira City Schools is to strengthen our learning community for students, teachers, and parents whereby we become *A school community where learning is personalized and success is ensured.*

Beliefs

Defined by our mission and vision for excellence, Madeira City Schools is committed to developing a world-class learning community that is both reflective and responsive to individual students, parents, and faculty needs. Madeira City Schools holds to these core values:

- Anchored in academic excellence
- Focused on developing socially responsible people
- Preparing all students to be successful for their future
- Seeking to understand and engage in our diverse world
- Committed to open communication, community trust, support, and partnering
- Sound fiscal management of resources



Findings

The Planning Commission reviewed the Mission and Vision for the district as well as working to define district Beliefs. From this framework, four key goal areas that form the basis for the strategic plan were developed:

- **Teaching & Learning** - Develop the ideal curriculum, environments, and relationships to optimize learning and educational growth
- **Climate & Culture** - Create and foster a positive culture to help our students grow socially, mentally, behaviorally and emotionally
- **Communication & Partnership** - Communicate effectively with and engage our stakeholders and key partners in today's tech savvy world
- **Sound Operational Management & Financial Stewardship** - Maintain a strong financial position by proactively managing district resources in a cost effective manner



Executive Summary

While each study team report for each goal area is provided (Appendix C), an executive summary and key findings for each goal area are provided here.

1. TEACHING & LEARNING

The Madeira City School District is committed to providing teachers who will cultivate, grow, and maintain a classroom environment that provides each student with the opportunities to learn about who they are intellectually, emotionally, physically, and socially and who they can become. Our teachers understand their relationships with students are paramount in a successful classroom environment and engaging students in ownership of their own learning promotes the success of each student. Our teachers also understand having a growth mindset on the part of staff and students will allow each student to excel on his or her own path to reach his or her potential.

Content/Curriculum & Assessment:

The Madeira City Schools learning environment will provide students with:

- *Curriculum designed to promote intellectual curiosity and questioning about the world in which they live.*
- *Curriculum designed to promote connections between disciplines and provide a scaffold for success in future grades.*
- *Rigorous, challenging curriculum to meet each student where he or she is and move him or her forward.*
- *Teachers who have a depth and breadth of content knowledge and know how students learn best.*
- *Assessment practices that help inform instruction, provide students with specific, real-time feedback, and measure cumulative progress over time.*
- *Career development opportunities infused into the academic curriculum to promote intellectual development, problem solving, and communication skills.*

Instruction & Learning:

The Madeira City Schools learning environment will provide students with:

- *High expectations for students and higher expectations for teachers that establish a growth mindset in all aspects of teaching, learning, and professional development.*
- *Teachers who value and cultivate strong student to student and student to teacher relationships on a daily basis.*
- *Engaging instructional strategies that provide for students' individual needs including interventions, upper-ventions, and supports at the right time.*
- *Collaborative learning opportunities that promote both oral and written skill development.*

- *Relevant, real-world curricular applications and problem-solving opportunities allowing for student accountability and ownership.*
- *Opportunities to grow in social and emotional awareness and understand their metacognitive processes as they grow and develop during their school lives.*

Innovation & Technology:

The Madeira City Schools learning environment will provide students with:

- *Innovative practices to engage students in their own learning and apply the right technologies and techniques at the right time and the right place.*
- *Technologies that augment and amplify the curricular practices and assessment measures employed by the teachers.*
- *An opportunity to extend their learning beyond the classroom into a global community to explore real-world problems and broaden the world view.*
- *Teaching and learning environments that promote strong student to student and student to teacher relationships as well as use innovative practices and technology to enhance relation.*

2. CLIMATE & CULTURE

The Madeira City School District is committed to engaging a caring school community focused on creating a positive school climate and culture. The atmosphere and tone of the school building affects the relationships, curricular connections, and ultimately the success of each individual student. It should be the goal of the Madeira City School District to have a strong sense of community that reaches beyond the walls of its buildings and allows students to have the most authentic learning experiences possible.

The Madeira City Schools learning environment will:

- *Broaden **students’ worldviews** to better equip them to live and thrive in a diverse world.*
- *Embed **innovative practices** in classrooms and beyond.*
- *Provide opportunities for collaboration between teachers, students, parents, and community members for positive change within the **8 key focus areas** of:*
 - Diversity/global awareness
 - Exceptionalism/special learners
 - Positive culture/climate
 - Mental health
 - Bullying/harassment
 - Substance abuse
 - Social media
 - Family/community
- *Design a district wide **cultural playbook** with universal Madeira themes and school specific plans. Inter-building coordination/transitioning will be an important part of this - being consistent or building on behavior learned at the elementary school seems a “best practice” going forward.*
- *Create **safe learning environments** for all students regardless of race, religion, ethnicity, gender identification, sexual orientation, disability, etc.*
- ***Support** academic, social, emotional, behavioral, and mental health needs.*
- *Promote **positive behavioral interactions**.*



3. COMMUNICATION & PARTNERSHIP

The Madeira City School District is committed to effectively communicate with and engage our stakeholders and partners in today's tech savvy world. Our administrative team and staff are dedicated to using innovative practices to improve communication within our district and our community. We aim to use communication strategies that would strengthen the partnership with with parents and community members to support our district's goals for instruction, climate and culture. Fostering external partnerships will play a valuable role in the future of learners from preschool students to high school seniors. District level communication, branding, digital communication and partnerships are key components to developing a strong network within the overall school community.

The Madeira City Schools District Level Communication will provide a framework for consistency and ensure access to critical information. Potential areas of focus include:

- *Complete a **communication audit** and commit to one every 2-4 years as part of the continuous improvement model.*
- *Continue to develop a **more detailed district level communication plan** focusing on what, when, and how communication goes out.*
- *Designate one staff member in each building to serve as a **communication correspondent**. They will alert Communications Director on events in each building.*
- *Continue to **provide an updated Quality Profile** that communicates brand and values.*
- ***Personalize communication for prospective students/families--tour, phone call.***

The Madeira City Schools Branding will define the identity and focus across the areas that impact our students and school community. Potential areas of focus include:

- *Train administration and staff to **deliver scheduled messages** in a timely manner.*
- ***Maintain a consistent brand** (e.g. tagline), and continue to train all staff to use brand appropriately.*
- *Continue to **give teachers flexibility** with ways in which they communicate, but create a level of consistency within building and grade levels.*

The Madeira City Schools Digital Communication will provide information in a timely, accessible, and an engaging manner. Potential areas of focus include:

- ***Enhance the district website to allow push notifications to parents/community members** letting them know up-to-date information was placed on the website permitting them to link to the website for details.*

- *Update **Website to create a more user-friendly, “clickable” resource.** Assign one person to provide updates on a consistent basis. Regularly clean up website and remove unnecessary information.*
- *Keep primary communications **focus on social media and website**--two valuable communication tools.*
- ***Increase use of video communication** in order to increase engagement.*

The Madeira City Schools Partnerships will leverage each other’s strengths for the advancement of opportunities for our students and community. Potential areas of focus include:

- *Encourage administration to **participate in local civic service agencies** in order to build cross-communication capacity.*
- *Continue to grow and expand our **PTO Engagement Series** to strengthen the partnership between school and home.*
- ***Create strategic partnerships in the community:** Reach out to community members and **local business leaders**, and create ways in which they can partner with Madeira schools (classroom volunteer, sharing specific talents/trades); establish **regular communication with community members** (aside from parents/students) including business owners and **senior citizens**. Include students in meetings.*
- ***Involve students in district communication practices.***

4. SOUND OPERATIONAL MANAGEMENT & FINANCIAL STEWARDSHIP

The Madeira City School District is committed to maintaining a strong financial position. In order to maintain this position, the district’s focus will be on proactively managing district resources in a cost effective manner.

The Madeira City Schools financial strategies will include:

- A working document that is approved by the BOE that details school district spending parameters.
- Engaging the Planning Commission to review other districts’ best practices regarding Financial Stewardship.
- A plan to ensure effective personnel transitions throughout the district.



Appendices

Appendix A - HCESC Facilitator Resources

- [Planning Commission Meeting Presentation - September 14, 2017](#)
 - Videos:
 - [Simon Sinek](#)
 - [Technology in Education: A Future Classroom](#)
 - [Automation Nation](#)

- [Planning Commission Meeting Presentation - October 12, 2017](#)
 - [Article - Redefining Readiness from the Inside Out](#)

- [Planning Commission Meeting - November 9, 2017](#)
 - Survey Results on Continue-Start-Stop (SWOT Analysis)

- [Planning Commission Meeting Presentation - January 11, 2018](#)

Appendix B - Study Team Reports

- [Teaching & Learning](#)

- [Climate & Culture](#)

- [Communication & Partnership](#)

- [Sound Operational Management & Financial Stewardship](#)

