



2018–2024 STRATEGIC PLAN

A Blueprint for Student Success

Superintendent's Message

Kettering City Schools Stakeholders:

With the involvement of hundreds of community members, business leaders, parents, staff members, students, members of our city administration and the Kettering Board of Education, the district embarked on a Strategic Planning Process in August of 2017. This document, *2018–2024 Strategic Plan: A Blueprint for Student Success*, signifies the completion of the first phase of this process.

Now that we have documented our long-term goals and objectives with this document, we will begin the challenge of infusing them into our day-to-day operations so that this plan does not sit on a shelf, but instead, becomes a vibrant blueprint for assuring a superior educational learning experience for all students.

My sincere thanks to all who gave so generously of your time and talents to assist us in developing a plan that will enhance every child's educational experience and will continue to move our district forward.



L. Scott Inskeep
Superintendent
Kettering City Schools
July 17, 2018



SUPERINTENDENT

L. Scott Inskeep



BOARD MEMBERS

(Front, L to R) Jennifer Kane, President;
Julie Gilmore, Vice President
(Back, L to R) Toby Henderson,
Lori Simms Parks, Jim Ambrose

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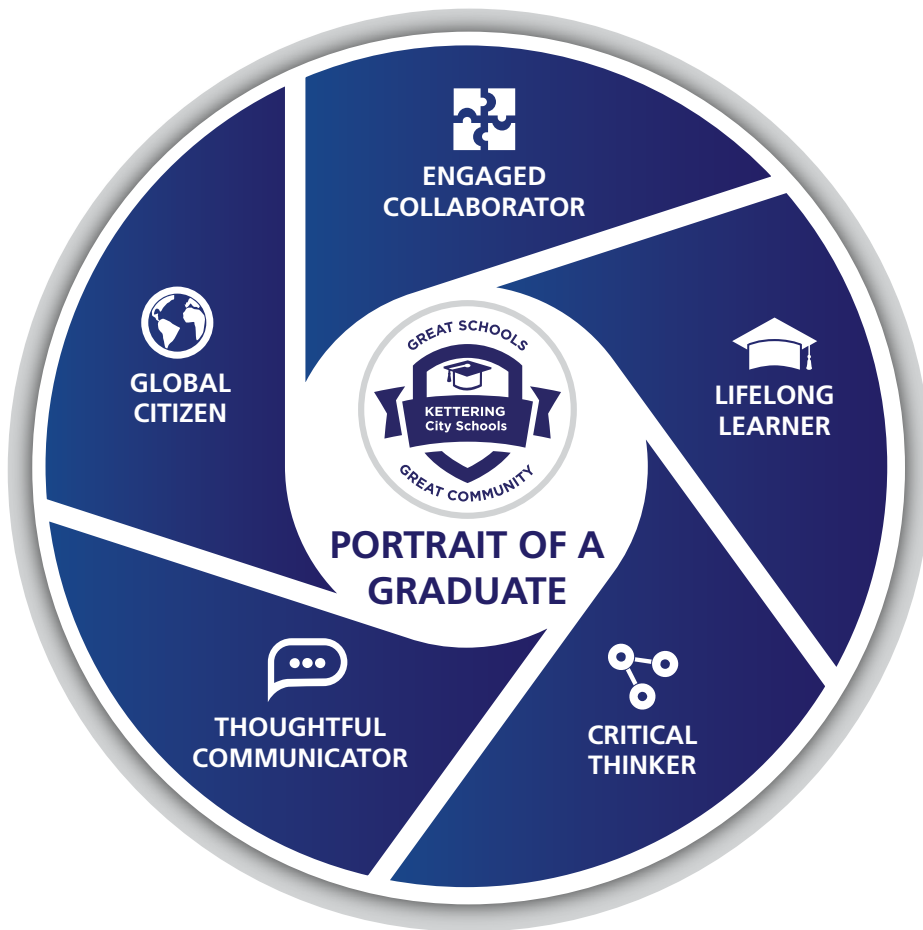
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ABOUT KETTERING CITY SCHOOLS

OUR MISSION

The mission of the Kettering City Schools, in partnership with the family and community, is to guarantee a superior educational learning experience for all students by providing a positive and innovative learning environment, while responsibly utilizing resources.



OUR VISION

KETTERING GRADUATES WILL MAXIMIZE THEIR LIFE OPPORTUNITIES BY SUCCESSFULLY TAKING ON THESE ROLES:



ENGAGED COLLABORATOR

Seeks and contributes feedback and varied perspectives on shared work for continuous improvement, enriching the learning of self and others



LIFELONG LEARNER

Pursues goals and leverages resources with a reflective mindset, persevering and adapting to change as a lifelong learner and contributor



CRITICAL THINKER

Probes the quality and interconnectedness of ideas and resources for problem-solving, innovation, and to satisfy curiosity about a fascinating world



THOUGHTFUL COMMUNICATOR

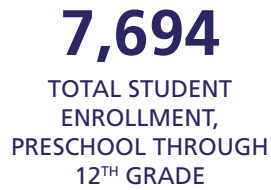
Employs active listening and purposeful verbal, nonverbal, and written expression of thoughts and ideas



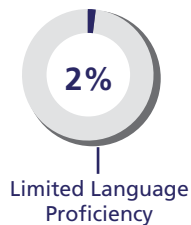
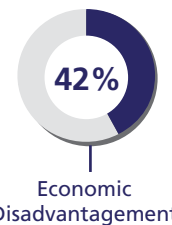
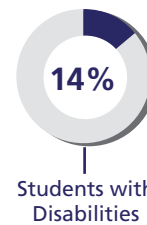
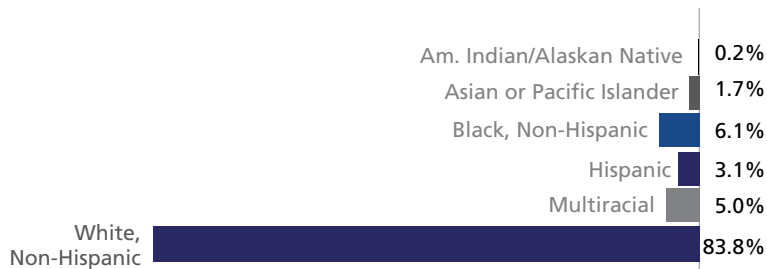
GLOBAL CITIZEN

Relates and contributes to the local and world community through empathy, compassion, cultural fluency, and service

ABOUT KETTERING CITY SCHOOLS



TOP 5
THE KETTERING CITY SCHOOL DISTRICT IS ONE OF THE CITY OF KETTERING'S TOP FIVE EMPLOYERS WITH MORE THAN 1,000 FULL- AND PART-TIME EMPLOYEES








GOAL 1: STUDENT SUCCESS



GOAL 1: STUDENT SUCCESS

We will provide EVERY student an exceptional education —one that is grounded in high expectations, personalized to meet his/her needs and interests, and backed by the necessary learning support in order to maximize his/her chances for a rewarding life now and into the future.

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Note that the icons aligned with each objective under Goal 1 relate back to the five competencies in Kettering’s Portrait of a Graduate, found on page 5.

GOAL 1: STUDENT SUCCESS – OBJECTIVE 1

Objective 1: **Global Citizen**

Increase access to broader learning experiences for ALL students by 2024, with various combinations of International Baccalaureate (IB), project-based learning, and “learning beyond the classroom” strategies.

Strategy 1: Ensure each student has a cross-curricular, project-based experience with documented connection to Global Citizenry by 2023.

Strategy 2: Redesign the use of learning space to maximize flexibility, promoting real-world thinking and application.

Strategy 3: Extend learning experiences beyond the walls of the classroom and community into the global world (“Out-of-Classroom” Learning).

Strategy 4: Expand the IB program both horizontally for increased access to high school students and vertically to engage students earlier, so all students have access to rigorous learning experiences grounded in student-led inquiry.

Strategy 5: Develop a framework for growing global and cultural competencies.



★ MEASURES OF SUCCESS

Sample measures include data captured by:

- Classroom walkthroughs
- Grades known to offer IB
- Grades known to offer students
“Out-of-Classroom” learning opportunities
- Debate events

Baseline measures captured in 2018–2019 school year. Same measures will at least double by school year 2020–2021.

GOAL 1: STUDENT SUCCESS – OBJECTIVE 2

Objective 2: **Engaged Collaborator**

Increase students' and teachers' perceptions of organizational culture by strengthening bonds with peers via collaboration skill development informed by a credible model.

Strategy 1: Build awareness and understanding of students and teachers regarding how to implement effective, developmentally appropriate collaboration.

Strategy 2: Phase in powerful collaborative learning experiences in all classrooms.

Strategy 3: Ensure all students are specifically taught collaboration skills, and are offered opportunities to practice and show evidence of those skills measured by sample observations.



★ MEASURES OF SUCCESS

Sample measures include:

- Regular intervals of assessing student work samples
- Classroom walkthroughs
- Developing an age-appropriate student self assessment

Baseline measures captured in fall 2018. Same measures will show healthy culture, especially regarding collaborative behaviors, by 2021.

GOAL 1: STUDENT SUCCESS – OBJECTIVE 3

Objective 3: **Critical Thinker**

Increase student skill in critical thinking by engaging in Level 3 and 4* learning tasks when executing project-based learning.

Strategy 1: Phase in weekly hands-on, experiential learning opportunities with interactivity for all students by 2023.

Strategy 2: Phase in powerful collaborative learning in all classrooms.

Strategy 3: Leverage technology tools for deep critical thinking experiences that promote interactive learning, collaboration, and hybrid learning opportunities.



★ MEASURES OF SUCCESS

Sample measures include:

- Regular intervals of assessing student work samples
- Classroom walkthroughs
- Development of an age-appropriate student self assessment

Baseline measures captured during the 2018–2019 school year. Same measures will grow each of the three years following baseline.

* For more information on “Level 3 and 4 learning tasks” please visit the following website: www.edutopia.org/blog/webbs-depth-knowledge-increase-rigor-gerald-aungst

GOAL 1: STUDENT SUCCESS – OBJECTIVE 4

Objective 4: **Lifelong Learner**

Build, maintain, and apply running records of ALL students' interests and passions for inclusion into regular capstone projects by 2023 (gradual implementation across the grades).

Strategy 1: Construct new curricular choices aligned to the real-world life skills necessary for students to be future-ready.

Strategy 2: Research existing practices by educators in Kettering to identify those that effectively elevate student ownership of their learning, such as goal-setting, progress monitoring, leadership curiosity, and student reflection.

Strategy 3: Hold an annual showcase of teachers teaching teachers to support student success.



★ MEASURES OF SUCCESS

Sample measures include:

- ☑ Evidence of data structure that follows students
- ☑ Demonstrable capstone projects/events
- ☑ Gradual implementation of a “Genius Hour” into the school/student schedule (e.g., Sycamore School)

GOAL 1: STUDENT SUCCESS – OBJECTIVE 5

Objective 5: **Thoughtful Communicator**

Communication is the basis for relationships, testing and strengthening our thinking, and pursuing opportunities (i.e., being a life-long learner).

Strategy 1: Develop an early literacy plan with middle and high school literacy reading and writing skills.

Strategy 2: Align early childhood education program requirements among various stakeholders.

Strategy 3: Develop literacy capstone project program.



★ MEASURES OF SUCCESS

Sample measures include:

- Aggregate data collected through capstone projects
- AIR data

GOAL 2: CULTURE



GOAL 2: CULTURE

Students and staff thrive in positive environments where they feel safe, supported, appropriately vulnerable, and driven by a strong sense of purpose, so that the most can be made of their work, learning, and relationships.

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GOAL 2: CULTURE – OBJECTIVE 1

Objective 1: Safe Environment

Increase students' and teachers' perceptions of school climate by continuing to build an emotionally and physically safe environment informed by a credible model.

Strategy 1: Positive Behavior Interventions and Supports (PBIS) are implemented, measured, and reviewed each year.

Strategy 2: Students, staff, and parents will receive annual training on PBIS.

Strategy 3: Students, staff, and family members establish and maintain expectations, rules, and routines that teach students how to manage behavior and help them to improve behavior.

Strategy 4: School safety plans and safety equipment are regularly evaluated with fire and police to ensure physically safe buildings and that best practices are followed.



MEASURES OF SUCCESS

Sample measures include data captured by:

- Tiered Fidelity Inventory (i.e., PBIS)
- Self Assessment Survey
- Evidence of community engagement and information shared yearly (i.e., board meetings, parent meetings, community meetings)
- Adaptive Schools Inventories
- Organizational Culture Assessment Instrument (Cameron, K. and Quinn, R., 2006)
- Essentials Survey (University of Chicago)
- 21st Century Classroom Layout inventory

Baseline measures captured in fall 2017. Same measures will show healthy culture by 2021.

GOAL 2: CULTURE – OBJECTIVE 2

Objective 2:

Staff Collaboration

All staff and students will be provided regular opportunities to collaborate with both their job-alike peers and interdisciplinary peers by the fall of 2021.

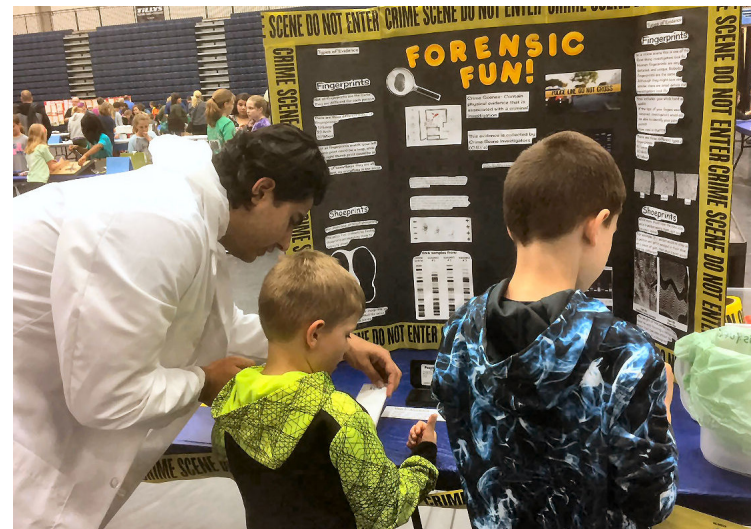
Strategy 1: Design focused collaboration time in all KCS buildings on a weekly basis.

Strategy 2: Provide facilitative leadership training to teachers who lead collaboration time.

Strategy 3: Design an avenue for best practices in KCS to be cultivated and shared within and across content areas.

Strategy 4: Develop system to track student goals annually, along with the passions/interests strategized in Goal 1. Capture staff goals in the Ohio Teacher Evaluation System.

Strategy 5: Assign staff and students with identified advocates/coaches/peers to support goal attainment (short- and long-term).



★ MEASURES OF SUCCESS

Sample measures include:

- Documented collaboration schedule plan for all schools
- Staff evaluation feedback from Best Practice collaboration professional development (i.e., Adaptive Schools, etc.)

Perceptions of collaboration effectiveness will be taken annually through 2021 to monitor collaboration quality.

GOAL 3: HIGH-QUALITY STAFF



GOAL 3: HIGH-QUALITY STAFF

To ensure we provide our students with the highest-quality, most engaged staff possible, we will attract, support, develop, and retain the best people we can.

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GOAL 3: HIGH-QUALITY STAFF – OBJECTIVE 1

Objective 1:

High-Quality Staff Selection

In order to attract and select the highest-quality employees to support our students, we will identify competencies critical to our success. We will then develop a multiple data-point hiring system aligned to those competencies. Additionally, we will develop a brand strategy to recruit individuals with those critical competencies.

Strategy 1: Adopt a research-based employee screener.

Strategy 2: Use strategic practices that are facilitated by human resources software to enhance our selection process.

Strategy 3: Complete multiple data-point system.

Strategy 4: Research and complete branding effort.



★ MEASURES OF SUCCESS

Sample measures include:

- Multiple data-point hiring system and branding effort to be completed and implemented by fall of 2019

GOAL 3: HIGH-QUALITY STAFF – OBJECTIVE 2

Objective 2:

Mission-Aligned Staff Growth

Discover, grow, and retain staff that will embrace and align their work with our strategic plan, including our mission and vision.

Strategy 1: To strengthen retention strategies, create a stay-interview guide and conduct interviews.

Strategy 2: Analyze current state and refine onboarding processes to lead to a high-quality orientation for all employees.

Strategy 3: Enhance mentoring opportunities for all employees by setting clear and precise expectations.

Strategy 4: Research and complete branding effort.



★ MEASURES OF SUCCESS

Sample measures include:

- Set baseline measures for retention by fall 2019
- Complete mentoring enhancements by spring 2019

GOAL 3: HIGH-QUALITY STAFF – OBJECTIVE 3

Objective 3:

Staff Growth & Support Systems

Systematize evaluation and professional development data so that staff growth and support is more closely tied to district mission, vision, and initiatives.

Strategy 1: Research data-based professional development resources. Professional development will be embedded, ongoing, and developed in collaboration with our Curriculum Team.

Strategy 2: Analyze current state of onboarding processes and refine processes to lead to high-quality orientation for all employees.

Strategy 3: Explore a career ladder/talent pipeline system.

Strategy 4: Explore each educator developing a lifelong learning plan/goal(s).



★ MEASURES OF SUCCESS

Sample measures include:

- Data system set up by fall of 2019, with improvement measures established after baseline year
- Strategies 2–4 to be completed by spring of 2019

GOAL 3: HIGH-QUALITY STAFF – OBJECTIVE 4

Objective 4:

Positive Employee Culture

Promote a culture in which employees feel appreciated, supported, and engaged (rewards and recognition).

Strategy 1: Establish a committee for input regarding employee rewards and recognition.



★ MEASURES OF SUCCESS

Sample measures include:

- By the fall of 2019, a comprehensive plan for rewards and recognition will be completed with goals/targets laid out for the next five years

GOAL 4: STRATEGIC PARTNERSHIPS



GOAL 4: STRATEGIC PARTNERSHIPS

Improve intentional collaboration with people and organizations in order to leverage limited resources to maximize staff and student growth.

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GOAL 4: STRATEGIC PARTNERSHIPS – OBJECTIVE 1

Objective 1:

Partnership Plan

By the fall of 2019, a comprehensive plan for developing partnerships will be completed, with partnership goals/targets laid out for the next five years.

Strategy 1: Work with the Board, administration, and teachers to further specify the desired targets and expectations.

Strategy 2: Seat a steering committee made up of public and private stakeholders to plan and develop our programming.

Strategy 3: Research and develop the needed infrastructure to govern, fund, and manage public-private partnerships that enable our teachers and students to participate.



★ MEASURES OF SUCCESS

Sample measures include:

- Develop the comprehensive plan by fall 2019.

GOAL 4: STRATEGIC PARTNERSHIPS – OBJECTIVE 2

Objective 2:

Welcoming Time, Talent, & Treasure

A clear and efficient administrative procedure will be developed for district acceptance of time, talent, and treasure for the benefit of our staff and students by the fall of 2019.

Strategy 1: Work with existing Kettering Education Foundation to determine best methods for assisting our partners and partnering with our foundation.

Strategy 2: Identify and streamline the donation process with appropriate levels of inclusion.



★ MEASURES OF SUCCESS

Sample measures include:

- Develop a clear and efficient procedure by fall 2019

GOAL 4: STRATEGIC PARTNERSHIPS – OBJECTIVE 3

Objective 3:

Student Work Experiences

By the fall of 2020, develop a comprehensive plan for engaging students at all levels in workforce experiences, with goals/targets laid out for the next five years.

Strategy 1: Determine the feasibility of expanding the ability of teachers to network and provide more student access through externships and develop the resulting programming.

Strategy 2: Determine the feasibility of expanding career-technical programming to include a larger number of students and potentially replicate the model through non-career tech programming.



★ MEASURES OF SUCCESS

Sample measures include:

- Develop comprehensive plan by fall of 2020
- Ensure that the plan is vetted by a group of students, staff, and administrators

GOAL 5: WHOLE PERSON



GOAL 5: WHOLE PERSON

Our district and schools will attend to the needs of our students and staff above and beyond educational requirements to remove roadblocks to student and staff success.

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GOAL 5: WHOLE PERSON – OBJECTIVE 1

Objective 1:

Social-Emotional Curriculum & Plan

By the fall of 2020, a social-emotional curriculum/plan will be designed to address the social-emotional competencies enumerated in CASEL's framework, Second Step (or some other credible [framework](#)). The implementation plan will be drafted as part of that plan.

Strategy 1: Develop a tiered system of supports addressing academic and social emotional skills.

Strategy 2: Staff will be trained annually using supports to address academic and social-emotional skills.

Strategy 3: Engage in outside agencies to provide additional supports to meet student needs.



★ MEASURES OF SUCCESS

Sample measures

- Development of social-emotional curriculum/plan by fall of 2020
- Alignment with current PBIS and Response to Intervention (RTI) models

GOAL 5: WHOLE PERSON – OBJECTIVE 2

Objective 2:

Inventory of Student Support Resources

By the fall of 2020, an inventory of resources will be identified and accessible for staff and students for a variety of student challenges that need to be met for all students to succeed.

Strategy 1: Develop a needs assessment tool to determine what student challenges need to be met.

Strategy 2: Develop an early literacy plan with middle and high school literacy skills.

Strategy 3: Align early childhood education program requirements among various stakeholders.

Strategy 4: Partner with outside agencies, including the city of Kettering, to provide additional support and resources to students and staff when needed.



★ MEASURES OF SUCCESS

Sample measures include:

- Develop appropriate programming to address student and staff challenges

GOAL 5: WHOLE PERSON – OBJECTIVE 3

Objective 3:

Student Health Supports

By the fall of 2020, a comprehensive plan for supporting student health in its various forms will be drafted. A five-year implementation plan will be drafted by the following year.

- Strategy 1:** Ensure each student and staff member has access to physical health, mental health, and dental health services.
- Strategy 2:** Map out school curriculum to promote appropriate social/emotional learning.
- Strategy 3:** Partner with local healthcare agencies to provide additional support and services based on student needs.



★ MEASURES OF SUCCESS

Sample measures include:

- Develop a comprehensive plan for student health by 2020 and a five-year implementation plan by 2021

GOAL 5: WHOLE PERSON – OBJECTIVE 4

Objective 4:

Capstone Program

As part of whole-child development, students will present multiple perspectives on identified topics throughout their K–12 experience, within a series of capstone projects identified in conjunction with the Curriculum Department. Such a capstone program will be designed by spring of 2020.

Strategy 1: Teach active listening techniques and model in schools.

Strategy 2: Ensure that students and staff purposely consider other points of view before making decisions.



★ MEASURES OF SUCCESS

Sample measures include:

- Development of a capstone program by spring of 2020

Kettering City Schools appreciates the commitment of its Strategic Design Group and Inquiry Groups members, who shared input and feedback informing the district's Portrait of a Graduate and Strategic Planning processes. We greatly value their dedication of time and talent to our Great Schools and Great Community!

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Thank You to All Who Helped



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#WeAreFirebirds