

## Crestwood Continuous Improvement Plan- Approved June 2008

**I. Board Vision of Academic Priorities:** *The district emphasizes that “student success is our top priority.” To this end we emphasize the following expectations:*

- A. Consistent and measurable academic progress for every student and for district performance on local, state, federal, and international measures of achievement resulting from:
  - High expectations and accountability for students, teachers, and administrators
  - Class sizes conducive to a quality education
  - Intervention and tutoring to assist every student in need of help
  - Consistency and continuity of academic programs
  - Ongoing dialogue with parents regarding academic needs and progress of their children
  - Sufficient administrative support to ensure quality instruction and accountability
  - Intervention and support for “at-risk” students who do not qualify for special education programs
  - A wide range of options, rigorous coursework, and guidance to assist and challenge all students as they pursue their academic, job, and career aspirations
- B. Quality personalized guidance for parents and students as they transition among buildings and from high school to post-secondary opportunities
- C. Ongoing staff development in best practices in instruction, assessment, and classroom technology

Goals	Action Steps	Notes
1) Enhance ability to attract and keep quality teachers and administrators in order to improve continuity of programs and initiatives	Provide comparative compensation information for county and other districts in the surrounding area to the board of education  Identify and address non-compensation factors that may impact this goal such as school climate, availability of supplies, professional support, etc.	Timeline: Provide current information on surrounding districts prior to 2008-09 school year  With assistance from labor-management forums, CEA, OAPSE, and Building Level Teams (BLT’s)

<p>2) Improve the coordination and sequencing of technology instruction and improve access to instructional hardware and software in the classroom</p>	<p>Update sequence of K-12 technology course of study with consideration to:</p> <ul style="list-style-type: none"> <li>• Early exposure to technology instruction in elementary school</li> <li>• More technology application based courses at CHS</li> <li>• Identify quality teachers for these new courses</li> </ul> <p>Establish district-wide technology committee to identify needs, goals, and recommend methods of implementation</p> <p>Improve staff development in use of technology and its application for classroom instruction</p> <p>Identify individual with classroom experience to oversee the instructional applications of technology</p> <p>Evaluate/recommend space &amp; facilities</p>	<p>Complete study by end of 2008-2009 school year, begin updates for 2009-2010</p> <p>As needed</p> <p>To be in place prior to the 2008-2009 school year</p> <p>Ongoing</p> <p>Identify/hire candidate in spring or summer 2008, implement course changes over the next one to two years</p> <p>Part of general district facilities planning</p>
--	---	--

	<p>considerations that may impact this goal</p> <p>Simplify ability of staff to create and manage their own classroom websites</p> <p>Establish system to improve response time and communication about equipment repairs and software upgrades and repairs</p>	<p>efforts and individual building continuous improvement plans</p> <p>Identify user-friendly program options and implement during the first-semester of the 2008-2009 school year</p> <p>Technology committee will be responsible for making ongoing recommendations and evaluation of implementation</p>
<p>3) Increase our student data collection and use it to track, diagnose, and improve the progress of individual students consistent with “value-added” criteria</p>	<p>Use of ongoing assessments in reading for intermediate school and middle school.</p> <p>Initiate and complete development of ongoing assessments in math grades K-eight</p> <p>Expand data collection in all core subjects in high school</p> <p>Use above data to improve intervention processes for all students including students with disabilities</p>	<p>Ongoing study/implementation cycle over the next 3-5 years</p>
<p>4) Study and implement “best-practices” in mathematics</p>	<p>School visitations, professional development, teacher and team planning for waiver days</p>	<p>Responsibility of curriculum supervisors, principals, curriculum liaisons, building teams</p>

<p>5) Explore introduction of foreign languages at elementary schools</p>	<p>Analyze options for exploratory course or courses in kindergarten through grade five</p> <p>Expand access to French &amp; Spanish at middle school and add exploration of Mandarin Chinese in elementary and middle schools</p>	<p>Explore FLAP grants and other ODE initiatives that may assist the district</p> <p>Continue state-supported Chinese program and add full-time Chinese teacher when the grant program ends in 2010</p>
<p>6) Continue to align teaching positions to educationally appropriate student/teacher ratios</p>	<p>Ongoing analysis and adjustment of grade level and subject area staffing needs</p> <p>Ongoing analysis and adjustment of staffing for students with disabilities including cost-benefit analysis of potential initiative to return students who are served off-site to Crestwood's facilities</p>	<p>Ongoing analysis in collaboration with principals</p> <p>Ongoing in collaboration with principals and Pupil Services department</p>
<p>7) Provide “differentiated instruction” for <i>all</i> students</p>	<p>Continue staff development of “response-to-intervention” model and techniques of differentiated instruction</p> <p>Incorporate differentiated instruction into building goals and staff evaluation where appropriate</p> <p>Identify additional resources and processes to assist and challenge gifted students and other high ability students</p>	<p>Responsibility of Pupil Services Director, Principals, staff</p> <p>Same as above to include curriculum coordinator</p> <p>Seek additional state gifted units to offset local costs and pilot STRETCH program to challenge advanced students</p>

<p>8) Improve guidance and transition programs for parents and students as students progress through the various grade levels</p>	<p>Establish evening school-to-school transition programs for parents where they do not exist; advertise them effectively through new parent-alert system</p> <p>Explore the feasibility of individually scheduled appointments for parents and students as part of the course selection process; implement where possible</p> <p>Periodic parent satisfaction surveys</p>	<p>Responsibility of principals, pupil services, and guidance staff</p> <p>Begin feasibility study during 2008-2009 and adjust as needed based on surveys</p>
<p>9) Increase assistance to parents and students as they transition from high school to college or the world of work</p>	<p>Modify responsibilities of career coordinator position to assist parents and students</p> <p>Add assistance capabilities through established internet based programs</p>	<p>Responsibility of principals, pupil services, and guidance staff</p> <p>Ongoing</p>

## Crestwood Continuous Improvement Plan

**II. Board Vision of Finance, Business, & Facilities Priorities:** *Quality business and support services shall exist throughout the district emphasizing the following expectations:*

- A. Buildings and grounds will be safe, educationally appropriate, and represented well to the community
- B. Ongoing assessment and attention to facilities to meet current and future needs
- C. Transportation services will meet the expectations of the community
- D. Quality technological support for instructional and administrative purposes

Goals	Action Steps	Notes
<p>1) Continuously evaluate and upgrade safety and security measures as they apply to all district operations</p>	<p>Practice safety drills for variety of emergency conditions</p> <p>Upgrade fire and alarm needs per state, local, and federal requirements</p> <p>Implement requirements of Jarrod’s Law where appropriate</p> <p>Continue to increase digital camera surveillance on busses and district properties</p> <p>Modify alternate-stop procedures to reduce chances of drop-off errors</p> <p>Modernize parent alert system</p> <p>Seek ways to reduce unsupervised Visitors to middle and high schools</p>	<p>Ongoing per required schedule</p> <p>Ongoing, allocate permanent improvement funds on priority basis</p> <p>As required</p> <p>On priority basis</p> <p>Process has begun, implement by fall 2008</p> <p>To be in place by fall 2008</p> <p>Continuous</p>

<p>2) Establish and or update five year plan for construction, renovation, and/or maintenance of facilities</p>	<p>Make decisions regarding replacement and/or renovation of high school and middle school</p> <p>Implement board resolutions related to OSFC funding options</p> <p>Study options for new maintenance facility by 2010</p> <p>Identify pros and cons of various options for business offices</p> <p>Identify and prioritize building maintenance needs</p> <p>Identify priorities to maintain quality athletic facilities</p> <p>Renew permanent improvement levy at appropriate time and/or identify other options to secure long-term funding for maintenance of facilities</p>	<p>Various steps 2008-2009</p> <p>As needed</p> <p>2009</p> <p>2009-2011</p> <p>Ongoing using quarterly updates</p> <p>Ongoing</p> <p>Depending on decisions related to new facilities</p>
<p>3) Continuous review of potential cost-efficiency measures in all areas of business, finance, and facilities</p>	<p>Continue to align staffing levels to areas of greatest need</p> <p>Establish comprehensive budgeting system for extra and co-curricular programs</p>	<p>Ongoing/adjust to ADM changes and instructional priorities</p> <p>Initial adjustments by fall, 2008; ongoing as needed</p>

	<p>Continue to address cost containment, efficiency, and value through review of purchasing in collaboration with employee associations</p> <p>Identify contractual changes that have the potential to increase employee attendance and reduce substitute costs</p> <p>Establish plan to reduce absenteeism and shortage of qualified substitutes</p> <p>Analyze and restructure support staff positions as needed</p>	<p>Contract negotiations regarding incentives and documentation needs followed by and implementation 2008-2012</p> <p>As needed and ongoing per identified priority areas</p>
<p>4) Establish timelines and options designed to provide operating funds that are sufficient to meet the district's goals and priorities</p>	<p>Study pros and cons of property tax vs. income tax</p> <p>Dialogue with community regarding various options to balance operating receipts and expenditures</p> <p>Coordinate timing options with possible bond issues and new biennium budget</p>	<p>2008-2009 school year</p> <p>2008-2009</p> <p>2008-2010 as needed</p>
<p>5) Enhance ability to attract and keep quality staff and administration to maintain continuity</p>	<p>Maintain continuity in business area supervisory positions and work with board and unions to identify incentives &amp; practices to help meet this goal</p>	<p>2008-2009 and thereafter as needed</p>

## Crestwood Continuous Improvement Plan

**III. Board Vision of Communication & Public Engagement Priorities:** *Quality two-way communications shall exist within the school -community. To this end we emphasize the following expectations:*

- A. Open and honest communication will exist among the board, the administration, the staff, and the community
- B. District mission, beliefs, vision, and goals will be clearly defined and highly visible
- C. Community groups will be invited to provide input concerning district plans
- D. The district website will be enhanced to provide current information about the district and more interactivity with parents
- E. Crestwood Comments will be upgraded as the district's main source of outgoing communication
- F. Board members will receive sufficient information from the administration in order to make informed decisions

Goals	Action Steps	Notes
1) Focus message and presentation of <u>Crestwood Comments</u> including how we provide value for the money we spend, the quality of our academic programs, and spend and promote our outstanding reputation among state auditors and other school districts	Have access to and use professional communication advisor on as-needed basis  Consider use of stipend for staff member to coordinate, proof, and edit articles  Add quarterly insert or additional publication that focuses on district level messages including updated financial information	As needed  Plan in place by early Fall, 2008; ongoing adjustment of duties as dictated by need  Start Summer 2008; ongoing over time
2) Identify methods of increasing communication and enhancing relationships with community	Use April 2008 community meeting as template for future "listening" meetings. Consider opportunities to go into various	Ongoing

<p>leaders and organizations</p>	<p>communities within the district</p> <p>Share the continuous improvement plan with various community groups in order to help them maintain awareness of: our mission, vision and goals; and how the plan reflects feedback from internal and external stakeholders</p> <p>Examine options for local advertising in <u>Crestwood Comments</u> to enhance business-school connections</p>	<p>Ongoing</p> <p>Begin in Summer or Fall 2008; ongoing development as interest grows</p>
<p>3) Enhance flexibility of website to keep it current and make it more interactive</p>	<p>Enhance our ability to add current news via more user-friendly software product</p> <p>Decentralize the posting of content on building, department, and teacher links in order to keep the site more current</p> <p>Train staff to use new web-site templates</p> <p>Post new mission, vision, and continuous improvement plan on district's website</p>	<p>In place by Fall, 2008; ongoing development</p> <p>Initiate Fall, 2008; ongoing development 2008-2012</p> <p>Ongoing</p> <p>Fall, 2008; as-needed thereafter</p>
<p>4) Make more effective use of Channel 9 as public communications tool</p>	<p>Add periodic discussions involving board and administration regarding district goals, plans, topics</p>	<p>Ongoing</p>

<p>5) Choose and implement modern parent alert/notification system</p>	<p>Use for:</p> <ul style="list-style-type: none"> <li>• Emergencies</li> <li>• Snow days</li> <li>• Announcement of school activities</li> <li>• Guidance opportunities</li> </ul>	<p>To be in place by fall 2008; develop specific functions 2008-2010</p>
<p>6) Identify and address “trust” issues related to district finances</p>	<p>Add financial information to treasurer’s link on website</p> <p>Permanently place information on website and end-of-year <u>Crestwood Comments</u> that illustrate how we provide value in the area of finance. Examples: how we save money; grants we acquire; how we spend wisely; comparative tax information; etc.</p> <p>Add permanent statement about why and how we were able to postpone the need for an operating levy; explain why we will need to seek funds in the future</p> <p>Add links that provide a simplified explanation of school funding in Ohio</p>	<p>Build and expand in 2008-2009; update and develop as needs dictate</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>

## Crestwood Continuous Improvement Plan

**IV. Board Vision of School Climate Priorities:** *The district emphasizes the importance of maintaining a positive school climate and emphasizes the following expectations:*

- A. Parents and community members will be welcomed into the schools
- B. We will strive to be good listeners and to help employees feel valued
- C. We will strive to help students feel safe, challenged, and valued
- D. Students will have sufficient opportunities to participate in extra and co-curricular activities regardless of their backgrounds or abilities
- E. All district programs and operations will be conducted in a manner consistent with our mission and beliefs

Goals	Action Steps	Notes
1) Build upon customer service training that was previously initiated	<p>Assertiveness and/or anger management training when needed</p> <p>Analyze and appropriately balance safety and security needs with the need to be accessible and open to the community</p>	Ongoing
2) Continue to identify ways to encourage mutual respect and trust among all stakeholders	Effective utilization of building level teams, labor-management forums, and opportunities for board-staff communications	Ongoing
3) Review data from district-wide and building-specific surveys; initiate additional surveys as needed	<p>Review results from 2005-2008</p> <p>Revise, distribute, analyze data</p>	Ongoing

<p>4) Identify options to increase access for all students who wish to participate in extra-curricular and/or co-curricular activities</p>	<p>Analyze costs of reducing participation fees for lower income families and families who have children who participate in multiple activities</p> <p>Study ways to meet parent and student needs for sufficient co-curricular and extra-curricular opportunities at all grade levels</p> <p>Monitor costs of participation fees and reduce as the budget and other priorities allow</p> <p>Consider elimination of fees, or reduction to a minimal level once new operating funds are approved by taxpayers</p>	<p>2008-2009; dependent on sufficient overall school funding</p> <p>2008-2009</p> <p>2008-2009</p> <p>2009-2011 as possible</p>
<p>5) Highlight district mission and beliefs throughout district</p>	<p>Develop policies, procedures, guidelines, and expectations that are consistent with mission, beliefs, and goals throughout all district areas and operations</p> <p>Create statements of expectations in areas where they may be needed</p>	<p>Ongoing</p> <p>Ongoing, as needed</p>