



Quality of Life, Work, Society

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**Vandalia Butler City Schools**  
**Connecting Aviators – Our Children,**  
**Our Community 2021 Strategic Plan**

**Board Approved: April 25, 2017**

**Prepared by:**  
**Community Assessment and Planning Teams**  
**and District Leadership Team**  
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*Changing the trajectory of the future by creating consensus on vision and strategy.*

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## I. Overview:

Vandalia Butler City Schools (hereinafter known as VBCS) adopted its first **Partners for Excellence Strategic Plan** in the Year 2000. The plan enjoyed separate updates in 2002, 2007, and 2011 to keep its relevance with developments in educational legislation and district progress from year to year.

Strategic Leadership Associates (hereinafter known as SLA) has been privileged to work with VBCS during all these planning cycles. In addition, SLA has assisted VBCS with numerous parent and community satisfaction surveys over the years from 2000 to 2010.

Since 2011, VBCS has addressed a series of financial challenges, including levy failures resulting in the passage of a new levy in the fall of 2013 to support these schools. VBCS recruited and retained a new Superintendent in 2013 and a new Treasurer in 2014.

The district anticipates relocating its administrative building to the old library building to be renovated in an effort to conserve community resources and demonstrate fiscal accountability for its leadership. The district continues to enjoy strong academic performance on all state indicators. Since 2011, the majority of VBCS Board of Education members have been replaced by new Board members for the district.

Strategic Leadership Associates is assisting VBCS in developing **Connecting Aviators - Our Children, Our Community 2021 Strategic Plan** in the following phases:

- **Phase I – Educational Capabilities Assessment**
- **Phase II – Connecting Aviators – Our Children, Our Community 2021 Vision and Strategy Development**
- **Phase III – Strategic Action Plan Development**

Between September and November 2016, VBCS convened a series of Community Assessment and Planning Teams comprised of community leaders, parents, residents, teachers, and district leaders. Each team conducted a Core Capability Assessment of the district, including an analysis of the district's key stakeholders, strengths and weaknesses, core capabilities, threats, emerging opportunities, and recommendations for the future. Assessments were conducted for the following areas:

- **Sustained Academics**
- **Staff Talent**
- **Stakeholder Engagement**
- **Governance**
- **Facilities**

A comprehensive report on these assessments was issued to conclude the Phase I – Core Capability Assessment.

In December 2016 and January 2017, the District Leadership Team began the **Phase II – Vision and Strategy Development** process based upon the work of assessment teams in Phase I. The following plan summarizes this effort.

As part of the Vandalia-Butler City Schools 2017 strategic planning process, community forums were conducted with four community stakeholder groups during February and March 2017. At these forums, the **VBCS Connecting Aviators – Our Children, Our Community 2021 Strategic Plan** was presented as developed to date.

Community forum participants were given the opportunity to share their views about the elements of the strategic plan as presented in an open discussion format. Participants were also provided with an exit survey to share in writing their satisfaction with strategic plan as a whole, as well as their level of confidence in the Vision and Mission and level of importance of the strategic goals.

The table below indicates that 87 participants attended the community forums. The dates, times, locations, and number of participants in each forum appear below.

Forum Dates, Times, and Locations	Number of Participants
Monday, February 13, 2017; 6:00 p.m. – Butler High School	15
Thursday, February 16, 2017; 6:00 p.m. – Morton Middle School	22
February 27, 2017; 6:00 p.m. – Smith Middle School	27
March 6, 2017; 6:00 p.m. – Butler High School	23
<b>Total</b>	<b>87</b>

On March 23, 2017, District Administrators reviewed exit survey results and prepared the final draft which follows.

## II. Vision and Mission:

### Vision

**“Our Children, Our Community –  
We Are Aviators!”**

### Mission

**“Empowering students to be aviators for  
life with capabilities, resiliency, and  
resources wherever they soar.”**

### **III. Strategic Goals:**

The following goals for VBCS constitute the “one-page” strategic plan for growth over the next five years. Each goal is supported by a set of objectives and initiatives, as well as action plans which follow.

**Strategic Goal A –  
Sustain Academic  
Excellence**

VBCS will enable students to establish and achieve their academic and career goals through diverse educational opportunities and resources.

**Strategic Goal B –  
Hire, Develop, and  
Retain Staff Talent**

VBCS will provide high quality learning opportunities for all students by hiring, developing, and retaining the best high quality staff.

**Strategic Goal C –  
Assure  
Stakeholder  
Engagement**

VBCS will foster a community sense of pride and ownership for our schools as a community asset and resource for mutual benefit.

**Strategic Goal D –  
Promote Local  
Governance**

VBCS will promote Board of Education policies and practices which empower educators locally to optimize the learning processes for student success.

**Strategic Goal E –  
Maintain a Future  
Facilities Plan**

VBCS will maintain a plan for the continuous improvement of our facilities to provide safe, efficient, and dynamic places for students to learn and teachers to teach.

#### IV. Objectives and Initiatives:

The following key strategic objectives and initiatives represent major priorities to be accomplished over the next five years. These objectives and initiatives will be further defined in strategic action plans, including timetables and responsibilities for each of the major priorities outlined below.

##### **Strategic Goal A – Sustain Academic Excellence**

1. **Provide and integrate arts, physical education, STEM, and music opportunities for students at all levels.**
2. **Reinforce a positive culture of behavioral health and self-worth working with students and parents at all levels, maximizing the Positive Behavioral Intervention and Support (PBIS) process.**
3. **Expand career awareness and strengthen life management skills PS through 12.**
4. **Expand options for individualized and project-based learning and problem-solving PS through 12 with high expectations for student engagement and parent involvement.**
5. **Continue to educate students, parents, and the community on a broader understanding of academic excellence and student success.**
6. **Expand high school electives in business, social studies, science, and math.**
7. **Increase technology integration in learning through learning devices and the learning management system.**
8. **Increase Kindergarten readiness in the district.**
9. **Broaden student opportunities for participation in clubs, athletics, and co-curricular programs.**

### **Strategic Goal B – Hire, Develop, and Retain Staff Talent**

- 1. Provide effective new teacher orientation and early career development program, including a strong mentoring component.**
- 2. Maintain a more competitive compensation plan for staff.**
- 3. Provide professional development opportunities based on best practices, including technology.**
- 4. Continue to advocate for and maximize local control over teacher evaluation and development.**
- 5. Engage in best practices for a proactive process of recruiting and hiring staff from preferred colleges and universities to retain top choices.**
- 6. Strengthen ways to recruit and retain student teachers to expose them to the district.**
- 7. Conduct an annual professional development survey of teachers to identify critical areas for continuing education.**

### **Strategic Goal C – Assure Stakeholder Engagement**

- 1. Create an alumni and retired teachers' association(s).**
- 2. Expand and energize school-based partnerships with community groups, businesses, service clubs, and local government leaders with a shared communications vision to support students (athletics, theater, the arts, clubs, etc.) including more business partnerships.**
- 3. Develop a continuous communications plan tailored to the needs of stakeholders based upon a communications audit.**
- 4. Work to strengthen connectivity among VBCS buildings, teachers, and students.**
- 5. Create a community “Hall of Achievement” with community partners for specific awards each year.**
- 6. Implement a process for regular placement of positive stories about VBCS.**

### **Strategic Goal D – Promote Local Governance**

- 1. Enhance public communication on the local control of schools and the role of federal and state mandates through legislative updates.**
- 2. Maximize VBCS participation in the regional, state, and federal level advocacy groups to strengthen local control.**
- 3. Increase investment in Kindergarten readiness in partnership with providers.**
- 4. Support the development of an educational PAC by parents and the community.**
- 5. Develop a pipeline to encourage parents to run for School Board openings.**
- 6. Advocate a Board position on selected state and federal mandates that do not favor students and schools and how each impacts local schools.**
- 7. Empower and support teacher and building innovations and adaptations which are creative ways to meet mandates.**
- 8. Increase Board participation in public engagement activities in schools and the broader community.**

### **Strategic Goal E – Maintain a Future Facilities Plan**

- 1. Utilize demographic data to develop a comprehensive facility master plan for all buildings and facilities. Analyze trends in types of school spaces needed for the future, including preschool.**
- 2. Upgrade athletic complexes, including addressing parking, common areas, and concessions.**
- 3. Build out a 5- to 10-year capital improvement plan based on the facility master plan.**
- 4. Re-establish a district permanent improvement fund.**
- 5. Assemble historical data on the cost of repairs annualized for each building and determine replacement value of old buildings working with the OFCC.**
- 6. Assure that all buildings, including Smith and Morton are walkable with sidewalks to major roads.**

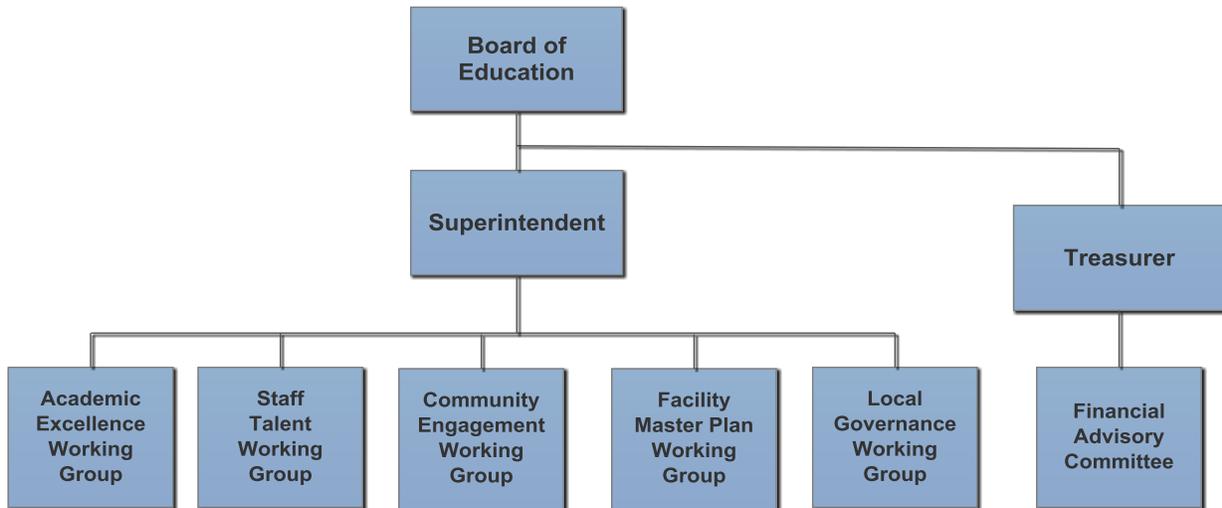
## **V. Key Performance Indicators:**

The following performance indicators are the proposed metrics of success projected as the result of the VBCS Strategic Plan. These performance indicators are intended to be used for annual evaluation by VBCS to assess progress on strategic plan priorities. Performance indicators may also be used as a means for communicating progress to key stakeholders.

- 1. District collaboration with 100% of community feeder Star-rated preschool partners promoting Kindergarten readiness standards on KRAL scores.**
- 2. 100% third grade literacy on locally determined reading assessment.**
- 3. All students above state average on ACT or locally determined assessments.**
- 4. Student college and career persistence two years, six years, and ten years after graduation.**
- 5. Graduation rate at or above state average for comparable highly competitive districts.**
- 6. 100% of K-12 students exposed to age appropriate career awareness.**
- 7. By 2025, 60% of graduates have at least a two-year college degree or post-secondary credential. (Regional Goal)**
- 8. 100% K-12 participation in the arts, STEM, physical education, and music through curricular and co-curricular performance or exposure opportunities.**
- 9. 100% of VBCS school building participation in service learning projects.**
- 10. Within five years, 80% of 7-12 student participation rate in at least one club, athletic, or co-curricular program.**
- 11. Achievement of formal Board-approved carryover balance target each year.**
- 12. Successful annual audit with no findings and recommendations which are material.**
- 13. 100% web-based accessibility of all district financial reports to community stakeholders.**
- 14. District defined platform and annual increase in total web-based social media engagement and touchpoints with community stakeholders.**
- 15. Based on a first-year established baseline, achievement of 10% annual improvement in community participation at school activities and events.**

## VI. Community Engagement Process:

VBCS will implement and monitor its Connecting Aviators Strategic Plan through and with the following community engagement process and structure.



### Meeting Process & Timetable

1. August annual state-of-the-schools
2. January through February working sessions with the BOE (2 groups each month)
3. April through May working sessions with the BOE (2 groups each month)

## VII. Strategic Plan Resource Implications:

### A) Human Resources

The Vandalia-Butler City Schools annually serve over 3,000 students each year in its five school buildings. 20% of these students are identified as gifted, 14% are students with disabilities, and 1% of the students speak English as a Second Language (ESL). These students are served by one Preschool through 3rd grade elementary, one kindergarten through 3<sup>rd</sup> grade elementary, one 4<sup>th</sup> through 5<sup>th</sup> grade intermediate school, one 6th through 8<sup>th</sup> grade middle school, and one 9<sup>th</sup> through 12<sup>th</sup> grade high school.

The district is led by the Superintendent, Treasurer, (13) administrators, and (190) certified staff comprised of teachers, counselors, speech language pathologists, and school psychologists. The certified staff is assisted by (146) classified staff comprised of teachers' assistants, office staff, school nurses, food service staff, custodians, and maintenance workers.

The VBCS staff continues to endeavor to provide a world-class education for its students. As noted in the district's Quality Profile, quality learning can only occur when students are taught by quality professionals. Of the 186 certified staff, the district boasts of (43) teachers who are designated as Master Teachers by the State of Ohio. Of those (43) teachers, (7) teachers are Nationally Board Certified.

As the district enters into the **VBCS Connecting Aviators – Our Children, Our Community 2021 Strategic Plan** to see us through the year 2021, the plan will certainly challenge the human resources of the district to create an environment where students and staff will thrive and the strategic initiatives met. In particular, Strategic Goals A, B, and D will require the district to assess, evaluate, and plan for the impact these goals will have on the human resources of the district, particularly in leadership, professional development, and potentially increasing staff levels.

**Strategic Goal A – Sustain Academic Excellence** will have a big impact on the district's human resources notably in leadership, professional development, and potentially staffing levels. The leadership of the district will need to create a vision based upon student and staff needs and the initiatives as listed in the plan to build an infrastructure that will support the integration of arts, STEM and technology throughout the district. Further, a professional development plan will be required to train teachers on the integration of these areas, particularly in technology on what to use and how to use it best for instructional purposes of giving students real-life opportunities they will see in college and career. This will require a well-developed plan that accounts for in house and outsourced professional development. Additionally, the staff calendar will need to include time to attend these trainings. Further, the HR department will need to monitor, evaluate, and adjust staffing levels as expanding electives in high school and the technology demands will potentially require additional teachers and the need for curriculum and/or technology coaches to support teachers in their personal proficiency with technological devices and programs, as well as their ability to deliver authentic technological opportunities for students. On top of all of this, concerns with the rise of mental health issues among adolescents and the district's goal of providing positive cultures in all buildings will further potentially require additional counseling services and further professional development for staff to detect mental health issues in students and how to best serve students struggling with these issues.

**Strategic Goal B – Staff Talent** will impact the leadership of the district to provide staff the tools they need to deliver this strategic plan. The Human Resources Department will need to develop a plan for hiring staff for new positions and to replace open positions. The plan will need to determine staffing levels to meet needs of students and provide students the opportunities as listed in Strategic Goal A. The Human Resources Department will need to work with Directors and building leaders to plan for early career staff development, so as to strengthen and retain these teachers and support staff, as well as plan to collaborate with experienced teachers and support staff in providing professional development for their continuing education and their own capacity building. The Human Resource Department will also continue to work with the district Evaluation Committee on maintaining local control of staff evaluations.

**Strategic Goal D – Governance** will require the leadership of the district to increase membership and advocacy in groups such as OSBA, OASSA, OASBA, BASA, OPSAN, which will impact the visioning and strategic initiatives of the district and its staff. Further; increased investment in expansion in preschool readiness will potentially require additional preschool staff.

## **B) Technology**

The Vandalia-Butler City Schools annually serves over 3,000 students each year across five buildings, plus the Board of Education office. These buildings are interconnected for data and telephone, and contain a variety of technology platforms depending on the grade, the subject, and the learning objectives of the District. Therefore, this Strategic Plan depends, in large part, on a reliable and sustainable technological infrastructure.

Specifically, **Strategic Goal A “Sustain Academic Excellence”** requires a substantial investment directly in the classrooms over the next five (5) years of this plan, with a substantial focus in the first year on Demmitt Elementary, Helke Elementary and Smith Middle schools, and all buildings in the remaining four years of this plan.

**Strategic Goal B “Hire, Develop, Train Staff Talent”** similarly requires the kind of classroom technology that competes for state-of-the-art teachers who will educate students according to the forward-looking approach of this plan.

**Strategic Goal C “Assure Stakeholder Engagement”** will be negatively affected without the investments require to sustain academic excellence. How could a community be proud of the fact that it has not invested in their students’ technological exposure & learning, and thus owned the responsibility to sustain those assets for future generations?

**Strategic Goal E “Maintain a Future Facilities Plan”** is not explicitly a “technology” item, but the future maintenance of educational technology, as a feature of our facilities, must be considered in order to avoid a future position of degraded technology.

Accordingly, a long term “recovery” plan with an ongoing sustainability projection has been designed for District technology, and incorporated into the Treasurer’s budgeting systems.

A modest capital budget of \$9,000 should be allocated at the onset of this plan for Human Resources technology management, so as to 1) manage and execute this Strategic Plan (as it is personnel who carry out its objectives); and 2) improve the staff evaluation systems process itself, which will have a direct impact on Strategic Goal D “Governance” by equipping the District to sustain and maintain its own evaluation methodology. An ongoing budget of approximately \$5,400 per year should also be considered to sustain the local governance of HR evaluation and Strategic Plan initiatives.

### VIII. Vandalia-Butler City Schools Five-Year Financial Forecast:

	ACTUAL	***** F O R E C A S T E D *****				
	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year
<b>DISCUSSION PURPOSES ONLY</b>	2016	2017	2018	2019	2020	2021
	(7/1/15-6/30/16)	(7/1/16-6/30/17)	(7/1/17-6/30/18)	(7/1/18-6/30/19)	(7/1/19-6/30/20)	(7/1/20-6/30/21)
Beginning Cash Balance, July 1	\$11,673,438	\$13,529,061	\$12,919,787	\$11,870,296	\$8,486,245	\$3,669,121
<b>REVENUES:</b>						
TOTAL REVENUE	\$34,502,521	\$33,129,314	\$32,031,793	\$30,809,247	\$29,761,755	\$30,374,167
<b>EXPENSES:</b>						
TOTAL EXPENSES	\$32,646,898	\$33,738,588	\$33,081,284	\$34,193,298	\$34,578,879	\$35,539,693
Ending Cash Balance, June 30	\$13,529,061	\$12,919,787	\$11,870,296	\$8,486,245	\$3,669,121	(\$1,496,405)
Less - Reserved Funds : Board Ofce	\$250,000					
Capital Projects		\$450,000	\$450,000	\$450,000	\$450,000	\$450,000
Upcoming Ballot Issues for						
<u>Continued Revenue Collections -</u>						
5-yr Oper Levy (2018) renewal (as is)	\$0	\$0	\$0	\$1,953,261	\$3,906,522	\$3,906,522
Cumulative Balances	\$0	\$0	\$0	\$1,953,261	\$5,859,783	\$9,766,305
Ending Cash Balance, June 30	\$13,529,061	\$12,469,787	\$11,420,296	\$9,989,506	\$9,078,904	\$7,819,900
<b>Strategic Planning:</b>						
1. Technology		*\$341,069	\$302,524	\$191,312	\$251,808	\$96,900
2. HR Implementation:						
<u>Goal A:</u>						
Prof Dev			\$10,000	\$5,000	\$5,000	\$5,000
Tech/Curriculum (1 adt'l staff)			\$70,000	\$70,000	\$70,000	\$70,000
Specials (elem) (3 adt'l staff)			\$210,000	\$210,000	\$210,000	\$210,000
Electives (2 adt'l staff)			\$140,000	\$140,000	\$140,000	\$140,000
Counselors (2 adt'l staff)			\$140,000	\$140,000	\$140,000	\$140,000
<u>Goal B:</u>						
Mentoring Supplementals			\$20,000	\$20,000	\$20,000	\$20,000
<u>Goal D:</u>						
Pre-K (2)			\$140,000	\$140,000	\$140,000	\$140,000
Strategic Planning Proposal Cost:		*\$341,069	\$1,032,524	\$916,312	\$976,808	\$821,900
Ending Cash Balance, June 30		\$12,469,787	\$10,387,772	\$7,003,721	\$2,186,597	(\$2,978,929)
Current fiscal year						
*Funds included in FY17 appropriations						

**IX. Strategic Action Plans:**

**Strategic Goal A – Sustained Academic Excellence**

<b>Key Decisions and Actions</b>	<b>Start Date</b>	<b>Scheduled Completion Date</b>	<b>Responsibility</b>	<b>Objectives Supported</b>
1. Utilize student data to continue reinforcement of building-level initiatives focusing on the Positive Behavioral Intervention System in the elementary schools.	Underway	Ongoing	<ul style="list-style-type: none"> <li>Elementary Principals</li> </ul>	A2
2. Continue to expand program and staff for music, physical education, and “Project Lead the Way”, a STEM program.	August 2017	May 2022	<ul style="list-style-type: none"> <li>Curriculum Director</li> </ul>	A1
3. Strengthen high school student responsibility for positive behavior by using student data at the classroom and building level through the Positive Behavior Intervention System.	August 2017	Ongoing	<ul style="list-style-type: none"> <li>High School Principal</li> <li>Staff</li> </ul>	A2
4. Implement career explorations folders for students in grades 4-12 providing each student with career pathways.	August 2017	Ongoing	<ul style="list-style-type: none"> <li>Guidance Counselors</li> </ul>	A3
5. Implement K-12 Career Connections Explorations Programs providing students with career information.	August 2017	Ongoing	<ul style="list-style-type: none"> <li>Building Principals</li> <li>Guidance Counselors</li> </ul>	A3
6. Work with “Learn to Earn Dayton” to aggregate student data on successful career pathways.	August 2017	Ongoing	<ul style="list-style-type: none"> <li>Superintendent</li> <li>Administrators</li> </ul>	A3

Key Decisions and Actions	Start Date	Scheduled Completion Date	Responsibility	Objectives Supported
7. Implement student financial literacy awareness in the middle school working with the credit union.	August 2017	Ongoing	<ul style="list-style-type: none"> <li>• Middle School Principals</li> <li>• Teachers</li> </ul>	A4
8. Continue to expand building and classroom-based learning projects which engage students at all levels in real world problem solving.	August 2017	Ongoing	<ul style="list-style-type: none"> <li>• Principals</li> <li>• Teachers</li> </ul>	A4
9. Continue to define and report on student success measures by engaging parents and the community on articulating meaningful measures of student progress through the Quality Profile, student learning outcomes, and other means.	August 2017	Ongoing	<ul style="list-style-type: none"> <li>• Superintendent</li> <li>• District Leadership Team</li> </ul>	A5
10. Continue to expand high school science and math-based course offerings, as well as advanced placement and post-secondary options.	August 2017	May 2022	<ul style="list-style-type: none"> <li>• Curriculum Director</li> <li>• High School Principal</li> </ul>	A6
11. Continue to expand flexible, web-based options for students and teachers to collaborate and access technology-based learning options utilizing the Google platform and other tools.	August 2017	Ongoing	<ul style="list-style-type: none"> <li>• Curriculum Director</li> </ul>	A7
12. Work with local preschool providers in the community based on the “Step Up to Quality” ratings to improve Kindergarten readiness of local students.	August 2017	Ongoing	<ul style="list-style-type: none"> <li>• Building Principals</li> <li>• Preschool Supervisor</li> </ul>	A8

Key Decisions and Actions	Start Date	Scheduled Completion Date	Responsibility	Objectives Supported
13. Continue to utilize early learning data and the KRA data to improve student readiness for schools in the district preschool program.	August 2017	Ongoing	<ul style="list-style-type: none"> <li>• Preschool Supervisor</li> </ul>	A8
14. Continue current level of student opportunities through clubs, athletics, and co-curricular programs. Work with community partners to expand options which benefit students in middle and high school.	August 2017	Ongoing	<ul style="list-style-type: none"> <li>• Superintendent</li> <li>• Building Principals</li> </ul>	A9

**Strategic Goal B – Hire, Develop, and Retain Staff Talent**

<b>Key Decisions and Actions</b>	<b>Start Date</b>	<b>Scheduled Completion Date</b>	<b>Responsibility</b>	<b>Objectives Supported</b>
1. Continue to work with the VBEA to strengthen the evaluation process for teachers and certificated staff with an emphasis on local priorities.	Underway	Ongoing	<ul style="list-style-type: none"> <li>• Director of Pupil Services</li> <li>• Building Principals</li> </ul>	B4
2. Implement a new ratified contract for compensation, benefits, and incentives for certificated and classified staff.	July 2017	June 2021	<ul style="list-style-type: none"> <li>• Superintendent</li> <li>• Assistant Superintendent</li> </ul>	B2
3. Expand the scope of the New Teacher Orientation Program to include: <ul style="list-style-type: none"> <li>• Technology Lab Training</li> <li>• Building-Level Mentor Conversations</li> <li>• Key Priority Checklists</li> <li>• Exposure to District Environments and Community</li> </ul>	August 2017	Annually	<ul style="list-style-type: none"> <li>• Superintendent</li> <li>• Director of Curriculum</li> <li>• Director of Pupil Services</li> </ul>	B1
4. Create a building-level mentor for each new teacher in the “Resident Educator Program.”	September 2017	Ongoing	<ul style="list-style-type: none"> <li>• Director of Pupil Services</li> </ul>	B1
5. Conduct an annual Staff Satisfaction and Professional Development Survey of certificated and select classified staff to determine future continuing education needs and priorities.	January 2018	Bi-Annually	<ul style="list-style-type: none"> <li>• Superintendent</li> <li>• Director of Curriculum</li> <li>• Director of Pupil Services</li> </ul>	B7

Key Decisions and Actions	Start Date	Scheduled Completion Date	Responsibility	Objectives Supported
6. Implement an annual professional program with meaningful continuing education opportunities based upon the bi-annual survey.	September 2018	May 2019 (annual schedule)	<ul style="list-style-type: none"> <li>• Superintendent</li> <li>• Director of Pupil Services</li> </ul>	B3
7. Build an advocacy relationship at the university and college level job fairs to increase exposure of VBCS to prospective student teachers. Focus efforts on: <ul style="list-style-type: none"> <li>• Wright State University</li> <li>• Indiana Wesleyan</li> <li>• University of Dayton</li> <li>• Miami University</li> </ul>	February 2019	Semi-annual Outreach	<ul style="list-style-type: none"> <li>• Superintendent</li> <li>• Director of Pupil Services</li> </ul>	B5 and B6
8. Identify ongoing improvements to the “Resident Educator Program” to attract the best candidates to VBCS.	September 2019	Ongoing	<ul style="list-style-type: none"> <li>• Director of Curriculum</li> <li>• Director of Pupil Services</li> </ul>	B5

### Strategic Goal C – Assure Stakeholder Engagement

Key Decisions and Actions	Start Date	Scheduled Completion Date	Responsibility	Objectives Supported
1. Implement a new VBCS website and web app platforms to feature specific content for key stakeholder groups (i.e., parents, seniors, alumni, etc.)	Underway	May 2018	<ul style="list-style-type: none"> <li>• Communications Director</li> </ul>	C1, C6
2. Continue the strong partnership with the Vandalia Drummer and local media to publish positive stories about the district.	Underway	Ongoing	<ul style="list-style-type: none"> <li>• Communications Director</li> </ul>	C6
3. Develop a Community Engagement Working Group to work with the Superintendent and Communications Director on the Community Engagement Plan.	August 2017	December 2017	<ul style="list-style-type: none"> <li>• Communications Director</li> <li>• Superintendent</li> </ul>	C3
4. Conduct a comprehensive communications audit of all district communications vehicles and platforms to determine their impact and value. Utilize the working group to evaluate our communications tools and make recommendations for improvement.	August 2017	March 2018	<ul style="list-style-type: none"> <li>• Communications Director</li> <li>• Community Engagement Working Group</li> </ul>	C3

Key Decisions and Actions	Start Date	Scheduled Completion Date	Responsibility	Objectives Supported
5. Utilize Board meetings to periodically recognize student achievements which illustrate strategic plan priorities. Invite groups of students to be recognized at specific Board meetings with a short recognition ceremony on a regular basis.	October 2017	Monthly Board Meetings	<ul style="list-style-type: none"> <li>• Communications Director</li> </ul>	C5
6. Work with retired staff and local alumni to create an alumni and retired teacher association to support the District. Initiate this with a start of school year event to launch the new association.	January 2018	Ongoing	<ul style="list-style-type: none"> <li>• Communications Director</li> <li>• High School Principal</li> <li>• Current Retired Staff Groups</li> </ul>	C1
7. Engage the Alumni Association to sponsor an academic and service “Hall of Fame” program in the high school.	April 2018	Annual Event	<ul style="list-style-type: none"> <li>• Alumni Association</li> <li>• Communications Director</li> </ul>	C1, C5
8. As a result of the communications audit, utilize the Community Engagement Working Group to develop a standard and common protocol and “launching pad” for District communications for families served by the District.	May 2018	August 2018	<ul style="list-style-type: none"> <li>• Communications Director</li> <li>• Community Engagement Working Group</li> </ul>	C4
9. Each month at a Board meeting, utilize the Superintendent’s report to identify and acknowledge key business and community partners of the District with a certificate of recognition	August 2018	Monthly Recognition	<ul style="list-style-type: none"> <li>• Superintendent</li> <li>• Communications Director</li> <li>• Community Engagement Working Group</li> </ul>	C2

**Strategic Goal D – Promote Local Governance**

<b>Key Decisions and Actions</b>	<b>Start Date</b>	<b>Scheduled Completion Date</b>	<b>Responsibility</b>	<b>Objectives Supported</b>
<p>1. Continue Board and administrators' involvement in regional and state-wide initiatives and associations which promote local control of schools. These include:</p> <ul style="list-style-type: none"> <li>• Learn to Earn Dayton</li> <li>• Alliance for High Quality Schools</li> <li>• OSBA</li> <li>• BASA/DASA</li> <li>• Ohio Public School Advocacy Network</li> <li>• OASBO</li> </ul>	Underway	Ongoing	<ul style="list-style-type: none"> <li>• Superintendent</li> <li>• Central Office</li> <li>• Board of Education</li> </ul>	D2
<p>2. Continue Board of Education outreach to the community with a quarterly letter or message on an issue of local control to keep the public updated on related issues.</p>	September 2017	Quarterly	<ul style="list-style-type: none"> <li>• Superintendent</li> <li>• Board of Education</li> <li>• Communications Manager</li> </ul>	D1
<p>3. Expand outreach of VBCS to the local community preschool providers to reinforce Kindergarten readiness of students in their programs.</p>	September 2017	Ongoing	<ul style="list-style-type: none"> <li>• Superintendent</li> <li>• Central Office</li> <li>• Building principal</li> </ul>	D3

Key Decisions and Actions	Start Date	Scheduled Completion Date	Responsibility	Objectives Supported
4. Upon Board elections in November 2017 and the appointment of a new Superintendent, the Board shall conduct an annual workshop on the OSBA legislative platform to adopt an annual local agenda of positions on state and federal mandates impacting local schools.	January 2018	Annual Agenda	<ul style="list-style-type: none"> <li>• Superintendent</li> <li>• Board of Education</li> </ul>	D6
5. In May of each year, the BOE shall formally adopt their local agenda on state and federal mandates with a state-of-the-school presentation to the community each August.	May 2018	August 2018 (annual state-of-the-schools)	<ul style="list-style-type: none"> <li>• Superintendent</li> <li>• Board of Education</li> </ul>	D8
6. Work with local community leaders to increase public awareness and support for walkable access to school campuses.	January 2019	Ongoing	<ul style="list-style-type: none"> <li>• Superintendent</li> <li>• Board of Education</li> </ul>	D8
7. Work with local parents and business leaders (i.e., Citizens for Education) to create a public policy advocacy group which educates the community and works to advocate with the local delegation of state legislators on issues of local control of schools. This group could also develop a pipeline for Board of Education candidates.	September 2019	Ongoing	<ul style="list-style-type: none"> <li>• Board of Education</li> </ul>	D4, D5

### Strategic Goal E – Maintain a Future Facilities Plan

Key Decisions and Actions	Start Date	Scheduled Completion Date	Responsibility	Objectives Supported
1. Work with the district's selected architect to conduct a comprehensive facilities assessment for each building in the district, including access points and student activity facilities.	May 2017	September 2017	<ul style="list-style-type: none"> <li>• Director of Facilities</li> <li>• Superintendent</li> </ul>	A3, A5, A6
2. Facilitate a community engagement process for facility visioning for student learning and activity spaces to determine community priorities.	September 2017	May 2018	<ul style="list-style-type: none"> <li>• Director of Facilities</li> <li>• Superintendent</li> </ul>	A1, A5
3. Adopt a Board-approved 5- to 10-year facility master plan for all buildings, learning spaces, and student activity complexes of the district based on the facility visioning process.	September 2018	Ongoing	<ul style="list-style-type: none"> <li>• Superintendent</li> <li>• Board of Education</li> </ul>	A3
4. Based upon the master plan for the future of facilities, evaluate the need for a district permanent improvement fund which will result in a levy.	May 2019	Ongoing	<ul style="list-style-type: none"> <li>• Board of Education</li> <li>• Superintendent</li> <li>• Treasurer</li> <li>• Director of Facilities</li> </ul>	A4