



TRANSFORMATION PLAN 2016 - 2020

A REPORT TO THE CITIZENS
OF SANDUSKY, OHIO

COMMUNITY UPDATE

FALL 2016



TRANSFORMATION PLAN 2016 - 2020

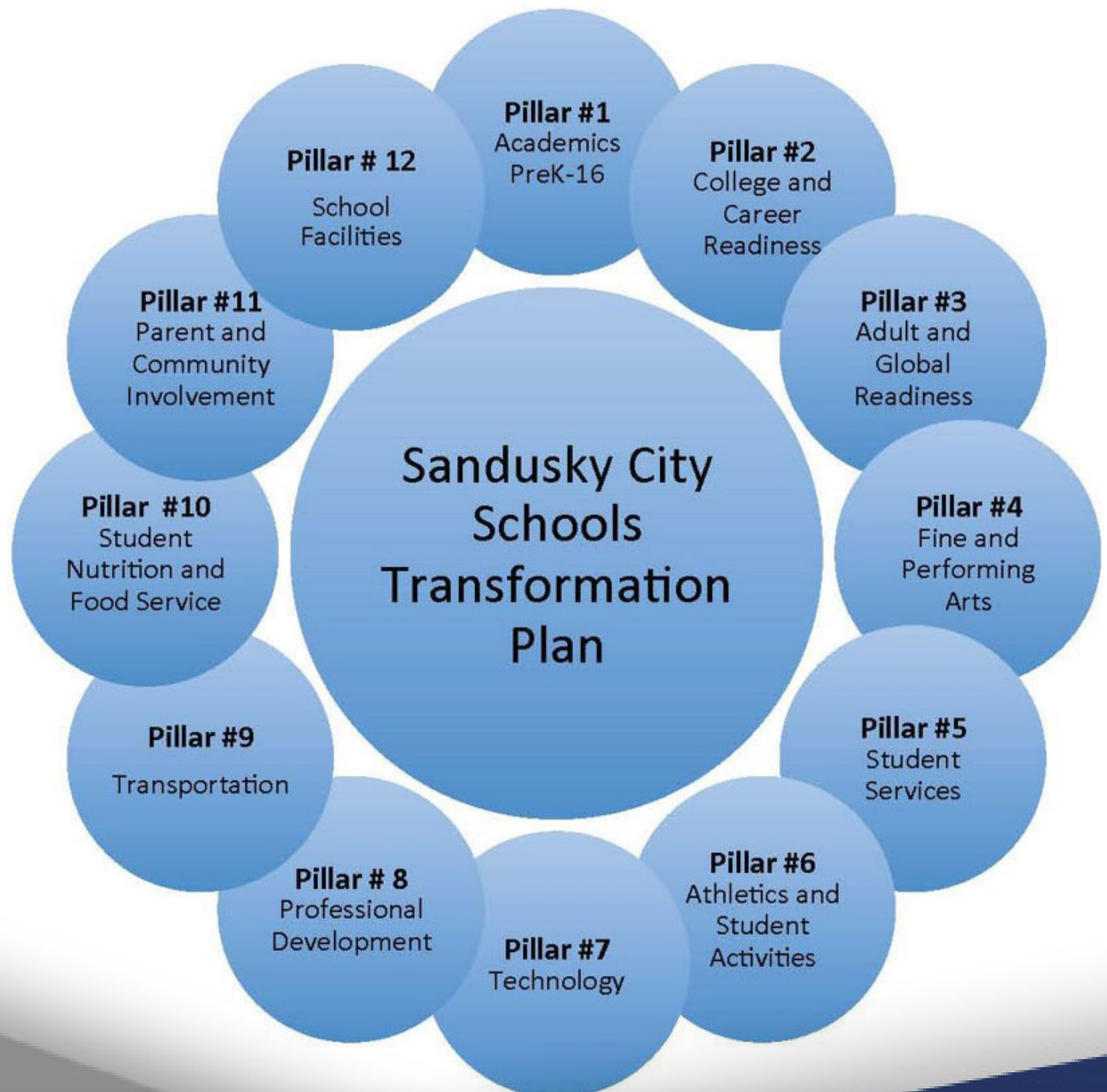
CHANGE ■ REFORM ■ ACTION

Designed to dramatically redefine
the delivery of academic and
educational services. We want to
position our students to compete
at a global level.

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TRANSFORMATION PLAN



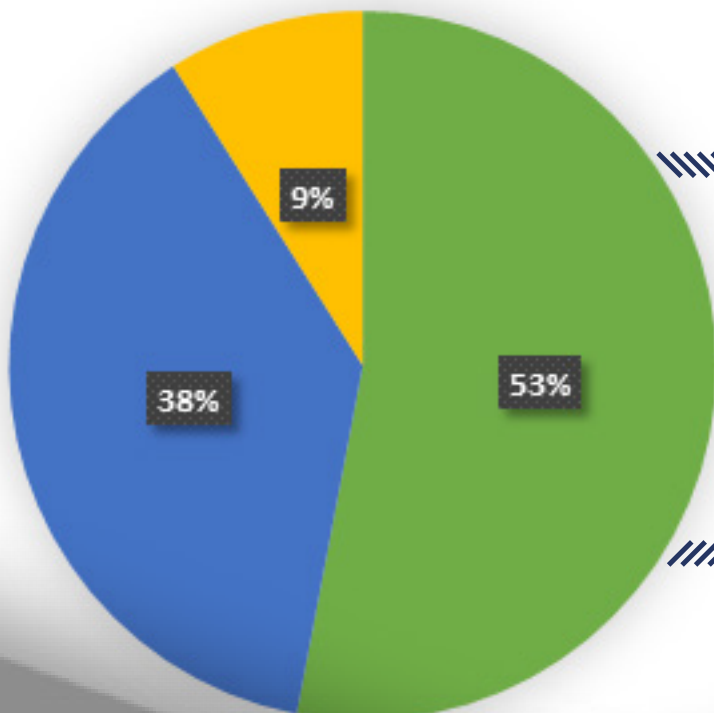
EXECUTIVE SUMMARY

The Sandusky City Schools Transformation Plan was the culmination of an extensive amount of research, collaboration, and input from staff and community members. The CEO and Superintendent, under the direction of the Board of Education, completed the task of assessing the overall academic and organizational quality of the Sandusky City Schools.

The Sandusky City Schools have always had a strong legacy of tradition, pride, and excellence that is evident in the daily operations of our schools. Introduced on March 27, 2014, the Transformation Plan is designed to meet and exceed the expectations of the 21st Century and was organized with priorities to improve the educational delivery system of the Sandusky City Schools.

Our primary goal is to dramatically redefine the delivery of academics and educational services to position our students to compete on a global level. The Sandusky City Schools Transformation Plan is built on the existing Strategic Plan while offering an innovative new direction for our schools.

The results of our Fall 2016 update are comprehensive in nature and offer a glimpse into the inner workings of a very detailed Transformation Plan. In the following pages, highlights from each Pillar are showcased along with a snapshot of the status of completion. The school district is making progress as it sets its sights on the completion of 327 goals in the second year of the Transformation Plan. The ultimate goal is the completion of 327 goals that are part of the Twelve Pillars of Excellence which encompasses the five-year Transformation Plan. The following numbers depict the overall progress achieved:



GOAL PERCENTAGES:

174/327

Completed

53%

123/327

In Progress

38%

30/327

Not Started

9%

PILLAR #1 - ACADEMICS

////////////////////////////////////

The Academic Pillar consisted of 87 goals for the 2015-2016 school year. Of the 87 goals, 54 of them were completed, 20 remained in progress and the remaining 13 were not started or removed.

The Elementary school section of the Pillar produced our Mills' Step Up to Quality 5 Star application for preschool services. All of our preschool classes continue to use Creative Curriculum and provide outreach to families. Our elementary classrooms focused on Project-Based Learning, utilizing Formative Instructional Practices and increasing technology integration into instruction. Students in K-6 are receiving computer education, including typing skills. Elementary teachers also completed their third year of iEvolve (citizen science curriculum and instruction training) with our partners at BGSU.

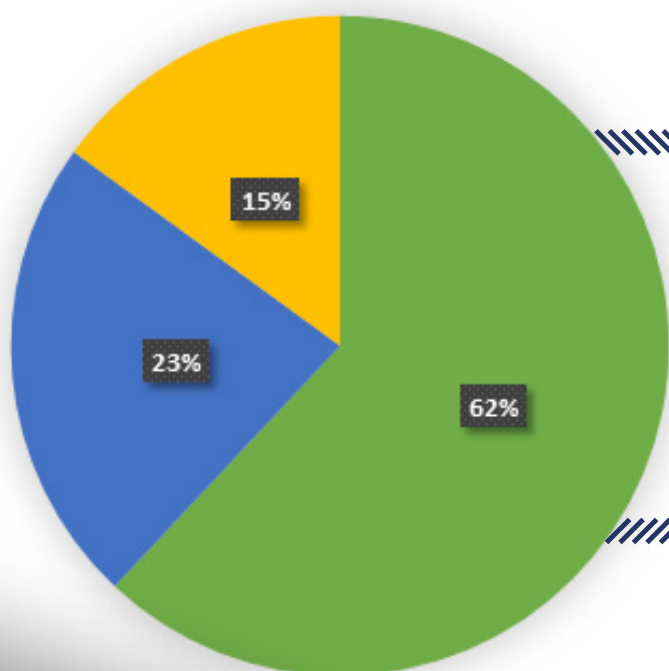
Teachers also completed math professional development through a grant partnership with BGSU. Our middle school began their involvement with iEvolve, focused their energies on Project-Based Learning and expanded opportunities for high school credits. The middle school also took a class trip to Washington, DC.

Summer opportunities for students were also increased. Our high school students participated in Blue Streak University through partnerships with Bowling Green State University, Lorain County Community College and Terra State Community College. Students were also involved in the Global Internship Program and participated in College and Career Readiness tours at institutions of higher education. The 2015-2016 school year also saw the opening of the Great Lakes Visual and Performing Arts Academy at Sandusky High School.

PILLAR #1 - ACADEMICS

HIGHLIGHTS:

- Reading Series pilot completed and recommendation for purchase in grades K-6
- Increase in test scores in social studies and science at multiple levels
- Blue Streak University enrollment of 236 students for a total of 1,157 credits for an approximate savings of \$138,840 to families
- Twenty-seven area businesses supported 37 students in the Global Internship Program, with some offering employment or scholarships upon completion



GOAL STATUS:

54/87	Completed	62%
20/87	In Progress	23%
13/87	Not Started	15%

PILLAR #2 - COLLEGE & CAREER READINESS



The College and Career Readiness Pillar continues to focus on providing increased opportunities for our students to participate in college courses and prepare for careers in a competitive global society.

More than 230 students of Sandusky City Schools enrolled in university courses at partner institutions in the inaugural year of College Credit Plus. These students had the opportunity to earn college credits through Bowling Green State University, Lorain County Community College, and Terra State Community College. With the aid of our guidance counselors, more than 100 SHS students registered for the ACT in the 2015-16 school year and received guidance to maximize their potential to do well on the test. Students were provided opportunities to visit at least ten colleges and plans are in place to coordinate an increased number of college, university, and community college tours in the future.

As part of the Global Internship Experience and in conjunction with the STEAM focus (Science, Technology, Engineering, Arts, and Mathematics), we offer our seniors the opportunity to intern with local businesses, industries, college, non-profits, and the military in their career choice. Our partners in this endeavor include NASA Plum Brook, JBT Food Tech, Cedar Fair, Firelands Regional Medical Center, Freudenberg NOK, Sandusky Police Department and ThorSport Racing, among others. This internship experience gives SHS students exposure to career choices beyond the classroom and abroad.

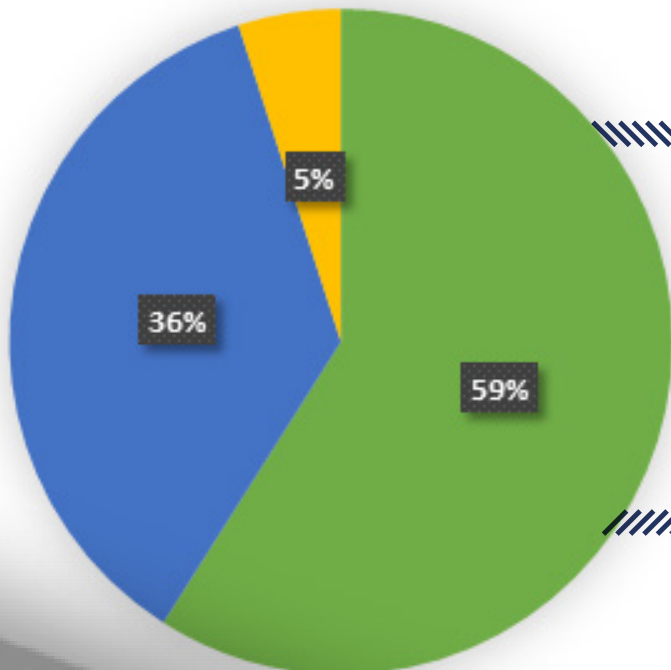
We are excited to announce our new College and Career Resource Center (Room 128), which was designed to provide college course offerings to more of our students and as a resource for assistance with scholarship applications and one-on-one college/career planning sessions.

We encourage all interested students and parents to attend our College Night, Financial Aid Night and NCAA-Eligibility Sessions to learn more.

PILLAR #2 - COLLEGE & CAREER READINESS

HIGHLIGHTS:

- More than 230 students of Sandusky City Schools enrolled in university courses at partner institutions
- More than 100 SHS students registered for the ACT in the 2015-16 school year
- SHS students were provided opportunities to visit at least 10 colleges
- Coordinated efforts to construct the new College and Career Resource Center (Room 128)



GOAL STATUS:

13/22
8/22
1/22

Completed
In Progress
Not Started

59%
36%
5%

PILLAR #3- ADULT & GLOBAL READINESS

////////////////////////////////////
The Adult and Global Readiness Pillar concentrated on three areas as part of the second year of the Transformation Plan. We made a commitment to conducting an external review and assessment of our programs and organizational structure. We have also dedicated staff and time to increase our involvement in the community and to develop new program offerings.

The Sandusky Career Center has focused on meeting the rigorous standards of the Council on Occupational Education (COE) accreditation and was approved in June for a full six-year accreditation. A COE team completed a three-day comprehensive review and audit of all adult programs, facilities, staffing, policies, and procedures.

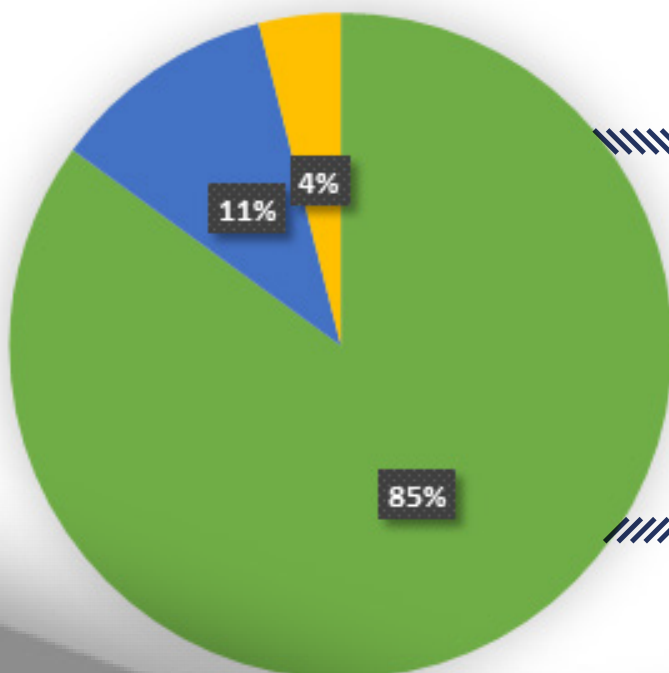
As a critical partner of the community, the Sandusky Career Center has increased participation with area service and social organizations. Our goal is to prepare adult learners for tomorrow's economic competitiveness by helping them create a career pathway, obtain industry-recognized credentials and licenses, develop employability skills and connect with community resources.

The Sandusky Career Center was granted approval by the Board of Education to develop Registered Nursing and State Tested Nursing Assistant programs. A Registered Nursing program director was hired to create a program allowing students to become a licensed registered nurse through two different pathways. Current licensed practical nurses will be able to become a registered nurse in one year, while anyone wishing to become a registered nurse may complete the program in two years. Registered nurses may then go on to earn their Bachelor's Degree in Nursing with one of our partnering colleges/universities.

PILLAR #3- ADULT & GLOBAL READINESS

HIGHLIGHTS:

- Approved by Council on Occupational Education for a full six-year accreditation
- Developed curriculum for a new Licensed Practical Nursing to Registered Nursing Program
- Developed curriculum for a new State Tested Nursing Assistant Program
- Expanded community involvement and service
- Developed new student and staff handbooks



GOAL STATUS:

22/26
3/26
1/26

Completed
In Progress
Not Started

85%
11%
4%

PILLAR #4- FINE & PERFORMING ARTS



The Fine Arts Pillar is continuing to put students first while moving towards a unified Fine Arts program. The Great Lakes Visual & Performing Arts Academy (GLVPAA) at SHS is providing more opportunities for all levels of the Fine Arts staff to work together across disciplines.

With more students taking arts classes than ever, we are creating new opportunities for all of our students to explore how the arts can positively affect their work habits and attitude towards school. By tracking students and their interests we can cater classes, workshops and seminars to better suit the wants and needs of our students.

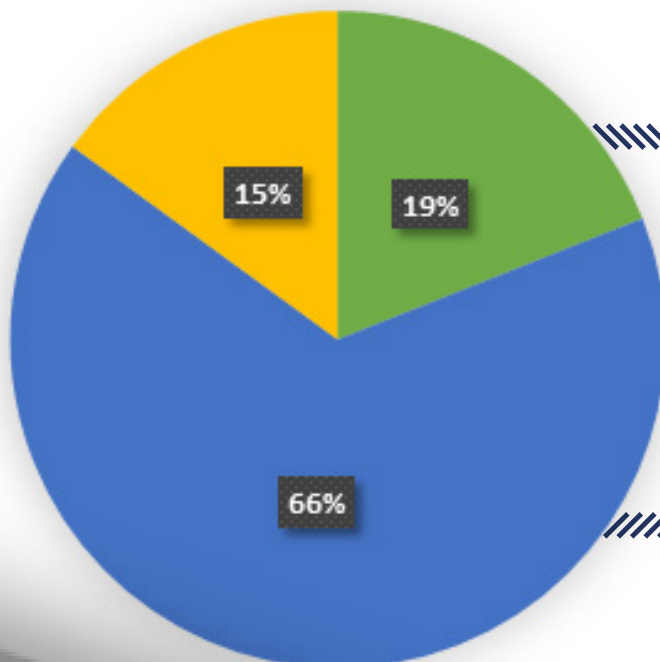
The GLVPAA will be holding several events to showcase the talents of our arts students this year, as well as incorporate Project-Based Learning, which will encourage professional presentations and deeper learning.

We are identifying students early in the elementary programs, and then allowing middle school students to begin taking courses in all of the fine arts disciplines including the availability to take high school level courses. By doing so, we are preparing students for their career path earlier so that they are able to compete at the college and professional level.

PILLAR #4- FINE & PERFORMING ARTS

HIGHLIGHTS:

- Began planning the Arts Alive Elementary School after-school arts program
- Continued hosting community-wide events involving arts students in a Project Based Learning process
- Implemented and will continue to maintain instrument replacement cycle
- Collaborated across the school district to create a more effective master calendar of events
- Re-established field trips
- Added vocal lessons for GLVPAA students



GOAL STATUS:

5/26	Completed	19%
17/26	In Progress	66%
4/26	Not Started	15%

PILLAR #5 - STUDENT SERVICES



The Student Services and Family Supports Pillar work has begun and concentration has been on three main areas within the Transformation Plan. The three areas are:

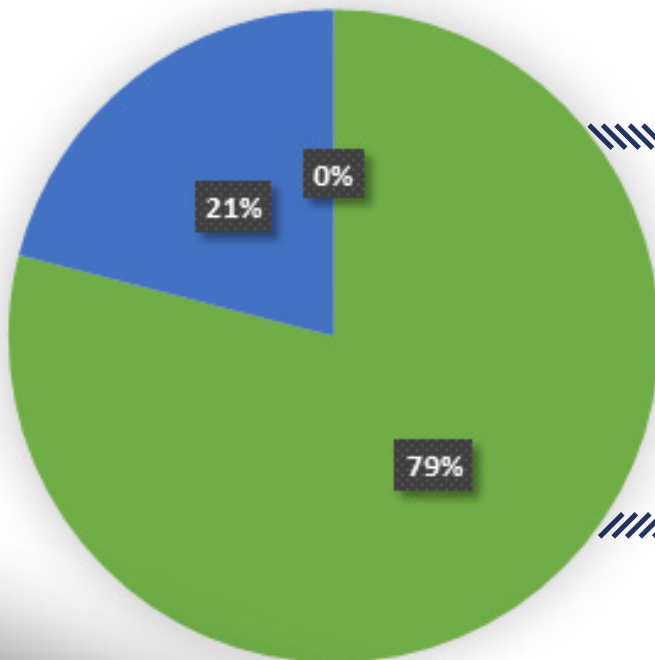
- 1.) Identifying the barriers
- 2.) Creating programming to address the needs
- 3.) Evaluating programming to ensure success of students we serve

The department has made a commitment to identifying barriers that are impacting students from meeting their academic goals and providing resources to eliminate the barriers. By identifying the barriers we have designed programs to address the needs of our students to help them meet their academic, social/emotional and career goals within the academic setting and beyond.

PILLAR #5 - STUDENT SERVICES

HIGHLIGHTS:

- Created Family Resource Room for parents and families
- Purchased the Life Skills curriculum to be implemented district-wide to help students gain effective coping skills to deal with life stressors that may impact their academic achievement and collaborated with the Erie County Health Department to train all facilitators of the Life Skills curriculum
- Collaborated with Heidelberg University to collect and analyze Positive Behavioral Interventions and Supports (PBIS) data to ensure that our schools are providing a conducive environment for students, staff and families
- Organized various professional development trainings to support professionals district-wide to enhance the overall academic experience for our students to succeed



GOAL STATUS:

15/19	Completed	79%
4/19	In Progress	21%
0/19	Not Started	0%

PILLAR #6 - ATHLETICS & STUDENT ACTIVITIES

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The Athletic & Student Activities department continues to grow in our elementary schools. With the creation of golf and track opportunities, there are now 12 elementary sports programs, which include: flag football, tackle football, volleyball, football cheer, girls' basketball, boys' basketball, basketball cheer, swimming, wrestling and soccer. Another exciting addition to activities offered to our elementary students is a 4-H Chapter, whose members participated in a gardening project and placed in their respective divisions at the 2016 Erie County Fair. We are planning to continue expanding project offerings in the future as part of our Project-Based Learning initiative.

Our first year of Study Tables proved to be successful, with academic gains made by our high school student athletes. The after-school program features study help from content-area teachers and a meal, provided by Sandusky City Schools Food Service for each participant. More than 5,000 meals were served in the 2015-16 school year. We are currently in our second year of a grant from the Ath-Life Foundation, which provides tutoring and mentoring.

Increased exposure to college campuses and athletics remains a constant objective of our department and collaboration between the Athletic Department and Career Tech programs continues as we work to position our student athletes to compete globally at every level.

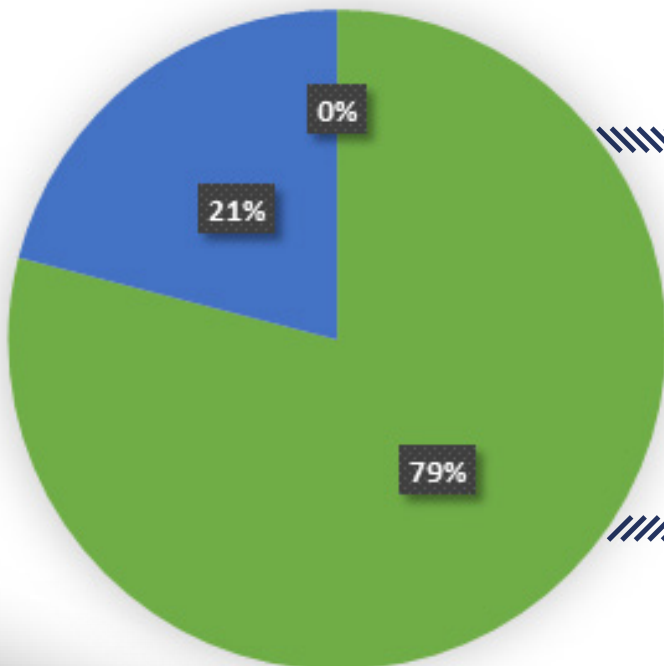
Additional achievements and goals in progress include:

- Ongoing district-wide formal professional development for coaches
- Repairs to the Stadium roof completed summer of 2016
- Final evaluation of and recommendation for tennis courts
- Collaboration with the Athletic Boosters for possible concession stand renovations

PILLAR #6 - ATHLETICS & STUDENT ACTIVITIES

HIGHLIGHTS:

- Created a 4-H Chapter; participants won events at the Erie County Fair
- Year one of study tables showed a positive academic gain for students athletes
- Repairs to the Stadium roof completed summer of 2016



GOAL STATUS:

15/19

Completed

79%

4/19

In Progress

21%

0/19

Not Started

0%

PILLAR #7 - TECHNOLOGY

////////////////////////////////////

The technology department has maintained efficient network availability and reliability for the entire Sandusky City Schools faculty, staff and students. To grow further we plan to continue with daily maintenance and infrastructure upgrades. The technology department has started the process of upgrading our schools from 100 Mbps to 1Gbps and will soon assess the district's wireless capacity. To keep up with today's ever changing landscape, we will institute a hardware refresh cycle and move away from a traditional backup solution to a virtualized solution. To stay current on the telecommunication front, we will be upgrading our Cisco Unified Communications infrastructure. This will ensure we have the latest IP phone systems to serve our district.

Sandusky City School educators have received and will continue to receive professional development on iPad integration techniques, Schoology (LMS) and Google Apps for Education. We have continued professional development by Google Certified Educators to provide increased blended and online opportunities for our students. In addition, we are providing professional development and integration practice through the robust digital portion of our new K-6 reading series, Reading Street. Sandusky City Schools is making increased global connections with professionals and educators by connecting digitally during the school day. The global connections provide real world learning experiences students can apply to everyday content.

As online testing requirements continue, the district is committed to technology integration for all students. To assist with measuring growth of every student the district is evaluating its adopted growth measurement assessment and resources provided by Northwest Evaluation Association (NWEA) Map.

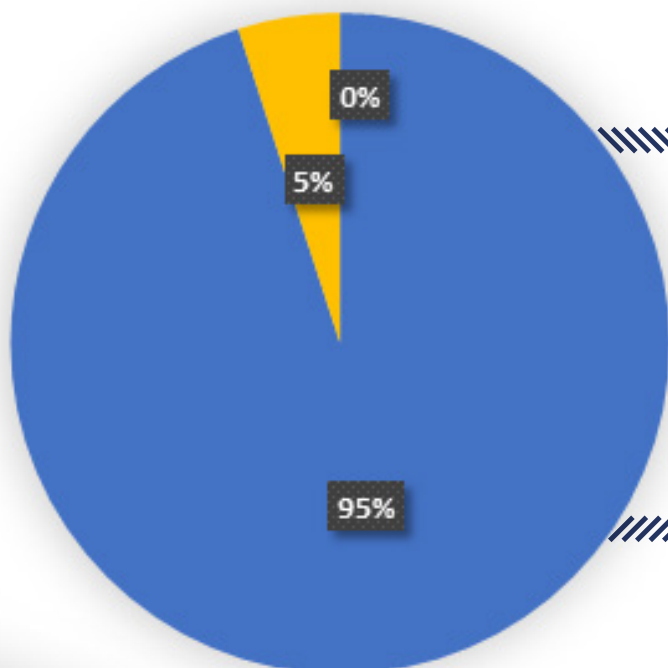
The Sandusky City School data management software enables easy access to student state and vendor assessment information in just a few clicks. This software will increase efficiency for our teachers and administrators district wide and in turn, allow for all to focus on instruction and individual student growth. We have instituted the Student Learning Objectives (SLO) portion of the warehouse to assist teachers in measuring student growth through the SLO process.

The district continues to commit itself to enhance our marketing and communication techniques through various media outlets.

PILLAR #7 - TECHNOLOGY

HIGHLIGHTS:

- Maintain infrastructure that is consistent, reliable, and usable across the district
- Continue to increase the number of blended/hybrid learning environments for students through Schoology, Google Apps for Education and global connection
- Provided increased instructional technology integration techniques and professional development for educators via newly adopted reading series, web 2.0 tools and global connections
- Data warehouse increases access to student data to provide efficiency in managing student growth targets
- Continue to enhance Marketing/Communication Techniques



GOAL STATUS:

0/39

Completed

0%

37/39

In Progress

95%

2/39

Not Started

5%

****Please note:** Most technology goals are ongoing goals that have a starting and completion point each school year. All goals currently in progress are on track to be completed on schedule at the end of this school year.

PILLAR #8 - PROFESSIONAL DEVELOPMENT

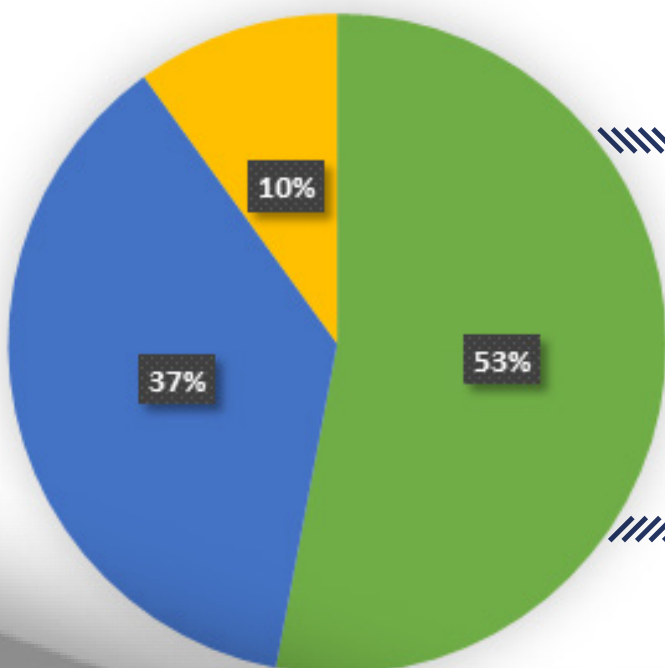


Sandusky City Schools offers comprehensive professional development options for all staff members. In the 2015-2016 school year, SCS hosted four Professional Development days focused on the goals of the Transformation Plan as well state and federally mandated requirements. All operational and academic staff participated. In addition to the four professional development days, staff are encouraged to collaborate and extend their networks through out-of-district professional development opportunities. Ideas are brought back and vetted for possible implementation by the department, building or district.

PILLAR #8 - PROFESSIONAL DEVELOPMENT

HIGHLIGHTS:

- Sixty educators received 3-day training in Project-Based Learning
- Train-the-Trainer model used to grow staff in skills acquisition
- Fifty teachers participated in grant-funded professional development in partnerships with faculty from BGSU
- Blue Streak Boot Camp was refined to better meet the needs of employees new to the district
- Safety training from 2014-2015 was followed up on at the building level
- Facilitation of professional development was evaluated and recommendations were made to improve all stakeholders' experiences



GOAL STATUS:

16/30

Completed

53%

11/30

In Progress

37%

3/30

Not Started

10%

PILLAR #9 - TRANSPORTATION



The Transportation Department is in the process of bidding two more buses as corrosion is randomly decaying our older buses to the point it is not fiscally responsible to put more money into them. We are significantly behind our 11-year fleet turnover plan, which requires three bus purchases per year. Although acquiring two buses each year is helpful, it does not meet our replacement recommendation.

We continue to strive for safer school zones with staff presence outside of the buildings as we are required to comply with Rule 3301-83-12 (D) (4) of the Ohio Pupil Transportation Regulations.

Our Transportation Code of Conduct contract between student/parents and the district continues to remain a priority in an effort to improve school bus safety and our students' transportation experience.

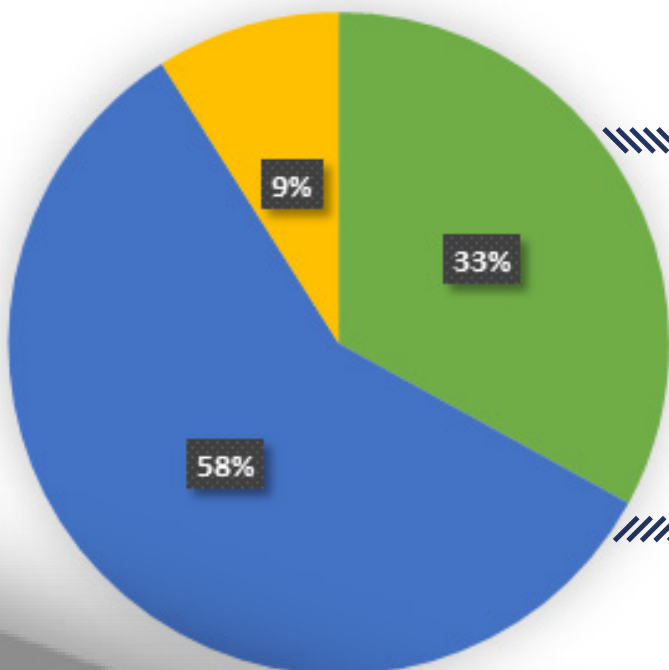
Our alternate busing request form is progressing and must be put into place ASAP. Implementation of a uniform policy across the district is critical, due to the constant influx of requests for alternative pick-ups/drop-offs received by our department.

The front, outside wall of our facility has been repaired and painted, increasing curb appeal. Office and break room floor tiles have been replaced where needed, due to cracking and wear.

PILLAR #9 - TRANSPORTATION

HIGHLIGHTS:

- Purchase of two new buses - In progress
- Safer school loading zones - In progress
- Transportation Code of Conduct needs to progress
- Alternate busing request form to create district uniformity - In progress
- Building maintenance and repair - Completed



GOAL STATUS:

4/12	Completed	33%
7/12	In Progress	58%
1/12	Not Started	9%

PILLAR #10- STUDENT NUTRITION & FOOD SERVICES

Student Nutrition and Food Service continues to provide healthy meals and nutritional education for our students and has been working toward the goal of including parents and staff as well.

At least three choices of a well-balanced hot breakfast are offered to students every day and breakfast participation has increased by 14.75% over last year. By customizing staff menus, we are also seeing an increase in staff choosing to eat breakfast and lunch in our school buildings.

Student Nutrition and Food Service staff played an active role at the Wightman-Wieber Safety Fair & KidsFest and the Back to School Rally, educating parents and students about the importance of including fresh fruits and vegetables in their daily diets. During the Summer Safari, staff also presented a class that engaged our elementary students by demonstrating the science and math of cooking. Collaboration with teachers on Project-Based Learning activities continues to be a rewarding experience for our students with field trips, hands-on education and ultimately, the enjoyment of their project.

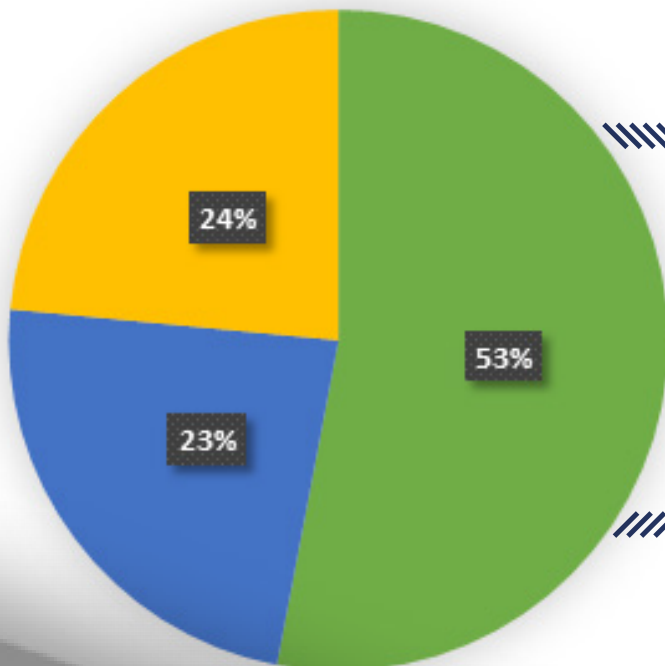
Our digital menu boards have been a great success, providing information about menu options, nutrition and events of interest within the district. As technology continues to evolve in the 21st Century, we will strive to grow and adapt to the needs of our students.

We are currently working to update our equipment inventory by removing unused or obsolete items and when appropriate, replacing them with energy-efficient multi-functional models that are better designed to meet our current and future needs.

PILLAR #10- STUDENT NUTRITION & FOOD SERVICES

HIGHLIGHTS:

- Three choices of a well-balanced hot breakfast are offered to students every day - participation has increased by 14.75%
- Played an active role at the Wightman-Wieber Safety Fair, KidsFest, and the Back to School Rally
- Collaboration with teachers on Project-Based Learning activities
- Adapting our services to serve the needs of 21st century students



GOAL STATUS:

9/17	Completed	53%
4/17	In Progress	23.5%
4/17	Not Started	23.5%

PILLAR #11- PARENT & COMMUNITY INVOLVEMENT

Research conducted throughout the nation has confirmed for many decades the importance of having a strong parent and school combination. In a recent survey (conducted during the 2015 Parent Summit), parents consistently rated the relationship between parents and schools as positive. The Parent Councils at each of our elementary buildings and the booster and activities supporters make up the central core of our parent-school relationship. We are confident that we can expand upon this effective relationship and seek ways to communicate and build a stronger coalition for the benefits of students in the district.

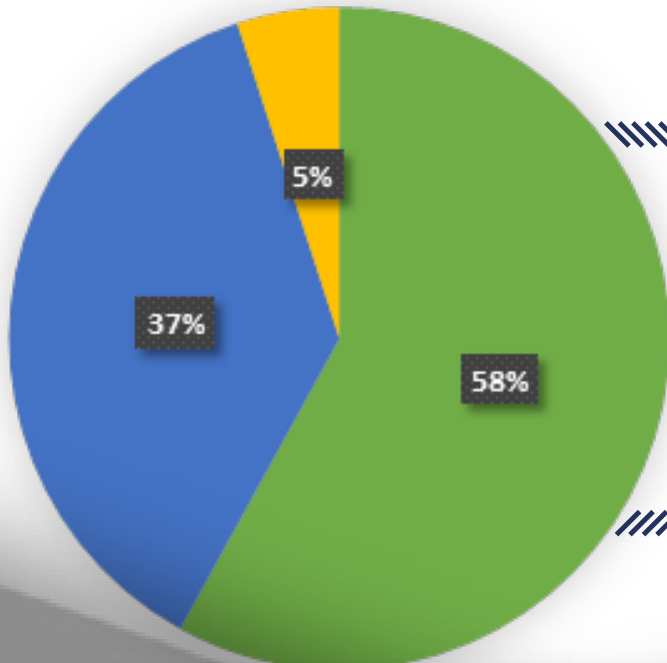
Additional achievements in our progress include:

- Parents are consulted on key district initiatives like school facilities vision, academic priority on reading, math, and graduation rate, and community forums.
- Implemented parent participation in developing district calendar with documented school activities and programs for the entire school year
- Conducted survey input from parents during annual Parent-Teacher conferences throughout the district
- Encouraged parent participation and involvement with enhanced elementary sports and activities initiatives

PILLAR #11- PARENT & COMMUNITY INVOLVEMENT

HIGHLIGHTS:

- Revised and updated the by-laws and procedures for identifying and approving officers of Parent Councils at every school in the district
- Conducted parent awareness and satisfaction surveys during our last Parent Summit Conference
- Continued utilizing “one call” as a way to inform parents and community members of real time decisions impacting schools, families, children and the larger Sandusky community
- Restructured the timing of the offering of Annual Parent Summit from spring of the academic year to fall of the academic year to ensure parent information is offered and received in time to utilize during the bulk of the academic year
- The Senior Leadership Team created Project Achievement for Students And Parents (ASAP), which focuses on parent training for at-risk high school freshmen to improve opportunities for a successful freshmen experience leading to high school graduation



GOAL STATUS:

11/19	Completed	58%
7/19	In Progress	37%
1/19	Not Started	5%

PILLAR #12 - SCHOOL FACILITIES

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The Sandusky City Schools has conducted dozens of internal and external (including community based) meetings throughout the fall of 2016 focused on sharing and receiving feedback on the facilities vision that is on the ballot for public consideration on November 8, 2016. On April 4, 2016, the Board of Education officially approved a facilities vision (called Plan B), which included reconfiguring district schools based on grade design for improving student performance. The following goals were the focus on the 2016-2017 school year:

1. Develop a comprehensive and strategic facilities vision to meet and exceed the expectations of students, parents, and internal and external audiences.
2. Create a Strategic Planning Visioning Committee to lay out a set of priorities for merging school facilities with our academic priorities and the Transformation Plan.
3. Work collaboratively with students, faculty, staff, parents, business, faith, and Board of Education regarding the school facilities vision
4. Include pre-bond architect in planning and strategy for school facilities vision.
5. Ensure all school facilities within the district are accounted for through repurposing, demolition, partnership with city and state officials, or internal educational option.
6. Work in collaboration with staff officials for the Ohio Facilities Construction Commission.
7. Conduct community forums throughout the fall of 2016 to communicate the details of the facilities vision.
8. Officially place the facilities vision on the ballot for November 8, 2016
9. Assist with external options to seek outside funds for special projects to supplement the facilities vision.
10. Involve elected officials, labor unions, business community, and faith-based leaders in the urgency of a successful campaign to have a positive outcome of Issue 12 on the November 8, 2016 ballot.
11. A successful outcome of Issue 12

PILLAR #12 - SCHOOL FACILITIES

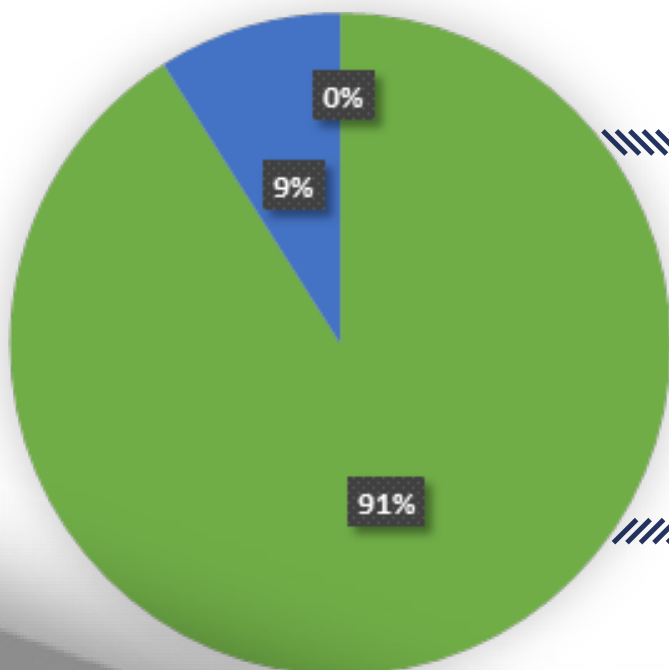
NEXT STEPS:

Based on a successful outcome on the ballot on November 8, 2016, the Sandusky City Schools will take three strategic steps regarding the facilities vision:

Priority A: Identify and communicate the key activities and timelines associated with key decisions between November 9th and the close of school in June 2017, including building transition for impacted students, key OFCC dates, and a detailed understanding of facilities priorities for the start of the 2017-2018 school year.

Priority B: Conduct a series of community meetings prior to the end of the calendar year to communicate the community engagement process for the new buildings, specifically the design process.

Priority C: Develop an implementation schedule of local funded initiatives elements of the facilities vision, specifically, the implementation of science, chemistry, and physics laboratories, the Frohman Planetarium, and upgrades to Sandusky High School.



GOAL STATUS:

10/11	Completed	91%
1/11	In Progress	9%
0/11	Not Started	0%

TRANSFORMATION PLAN PROGRESS FALL 2016 UPDATE

GOAL PERCENTAGES:

174/327

123/327

30/327

Completed

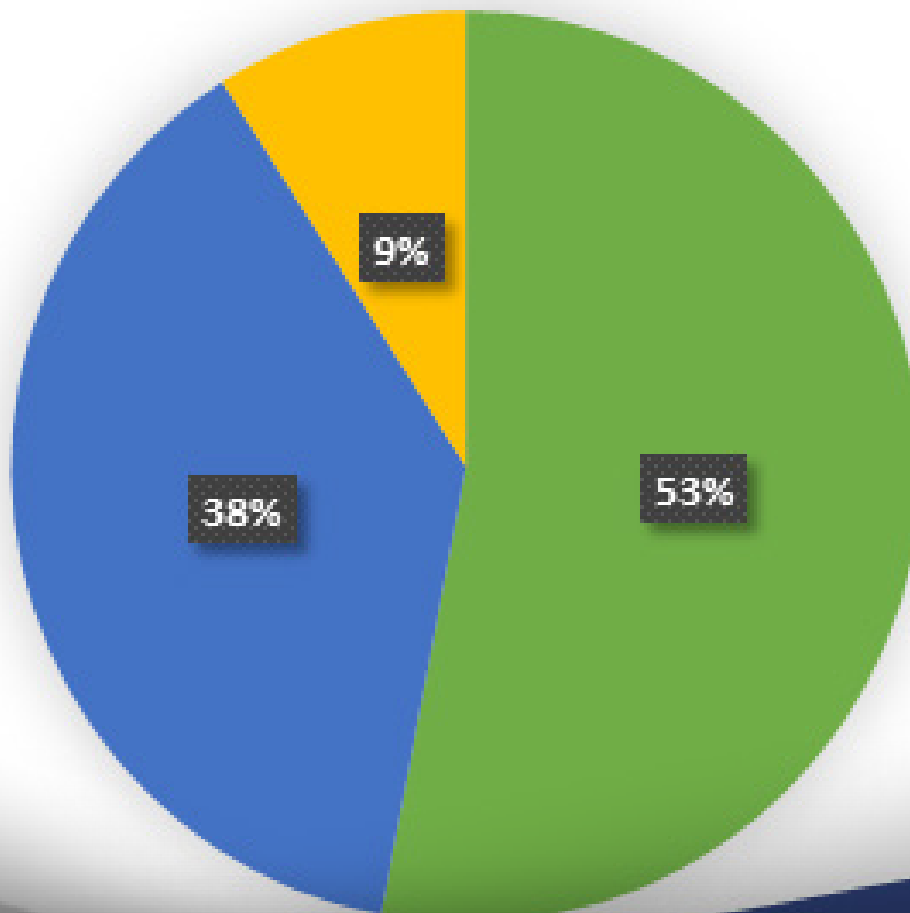
In Progress

Not Started

53%

38%

9%



Building Better Dreams



Sandusky City Schools Board of Education

Mrs. Gina Deppert, Treasurer & CFO
Mrs. Brigitte Green-Churchwell, BOE Member
Mrs. Martha Murray, BOE Member
Mr. Jeff Krabill, BOE President
Mrs. Katie Vargo, BOE Member
Mr. Thomas Patterson, BOE Vice President
Dr. Eugene T.W. Sanders, Superintendent & CEO





OUR MISSION

Our mission is to provide a diverse educational experience where all students will become respected, productive, & valued members of our community.

Preschool Education.....	419.984.1048
Kindergarten Education.....	419.626.6940
Elementary Education.....	419.626.6940
The Regional Center for Advanced Academic Studies.....	419.984.1349
Middle School Education.....	419.984.1182
High School Education.....	419.984.1068
Sandusky Digital Academy.....	419.984.1060
Blue Streak University.....	419.984.1085
Sandusky Career Center.....	419.984.1100
Great Lakes Visual & Performing Arts Academy.....	419.984.1077
The Global Internship Experience for Seniors.....	419.984.1086

PROGRAMS



407 DECATUR STREET - SANDUSKY, OHIO 44870
419.626.6940 - WWW.SCS-K12.NET