

STRATEGIC PLAN

2024-2027



ENGAGE • EMPOWER • EXCEL

Anderson
High School
• Forest Hills School District •
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Ayer
Elementary School
• Forest Hills School District •
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Maddux
Elementary School
• Forest Hills School District •
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Mercer
Elementary School
• Forest Hills School District •
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Nagel
Middle School
• Forest Hills School District •
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Sherwood
Elementary School
• Forest Hills School District •
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Summit
Elementary School
• Forest Hills School District •
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Turpin
High School
• Forest Hills School District •
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Wilson
Elementary School
• Forest Hills School District •
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**Key strategies and
actions steps to better
serve ALL students and
ensure that Every
Moment Matters.**

Our Vision

Striving to ensure success for all students.

Our Purpose

To empower each student to achieve personal success every day.

Our Mission

To provide educational opportunities that enable our students to acquire the knowledge, skills and personal qualities necessary for responsible citizenship and lifelong learning.

FIVE FOCUSED STRATEGIES

- 1- AUTHENTIC ENGAGEMENT**
The District will encourage...
- 2- FUTURE-READY GRADUATES**
The District will prepare...
- 3- STUDENT WELLNESS**
The District will enhance...
- 4- FISCAL RESPONSIBILITY**
The District will demonstrate...
- 5- EXCELLENT COMMUNICATION**
The District will deliver...

FHSD is driven by the belief that
EVERY MOMENT MATTERS

Board of Education



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President



Wendy Strickler
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STRATEGY ONE

The District will encourage...

AUTHENTIC ENGAGEMENT

Strategy One: Cultivate and sustain vibrant learning communities for students and staff, dedicated to fostering connections, ownership and continuous growth.

Priorities and Action Statements	Key Indicators
1.1. Provide engaging, innovative and inclusive educational experiences for all learners.	<ul style="list-style-type: none">• Percentage of students who feel welcome and connected in school (School Connection Survey)• Percentage of staff who feel the workplace and learning environment are engaging (Staff Survey)• Step Up to Quality Preschool Rating• Gap closing data and alternate assessment proficiency (Special Education Profile)
1.2. Develop and enhance skills that are aligned to the Portrait of a Learner: Critical Thinker, Empathetic Communicator, Creative Problem Solver, Engaged Collaborator, Adaptable Learner.	<ul style="list-style-type: none">• Percentage of students involved in XCL Program• District Learning Walk observations of Portrait of a Learner (PoL)• Math and literacy growth data (iReady Benchmark Reports)
1.3. Develop adult learners through regular, collaborative coaching models.	<ul style="list-style-type: none">• Number of staff involved in a formal leadership role, including leadership academies• Number of staff participating in District Learning Walks or peer coaching opportunities• Percentage of staff who feel professional development opportunities were aligned to PoL



STRATEGY TWO

The District will prepare...

FUTURE-READY GRADUATES

Strategy Two: Help students become future-ready by integrating academic and real-world experiences, encouraging innovation and emphasizing how learning applies even beyond the classroom.

Priorities and Action Statements

Key Indicators

2.1. Enhance the multi-tiered systems of support to leverage academic, behavioral, social, physical and emotional growth.

- 4-Star Rating or higher (Ohio School Report Card)
- Performance Index (Ohio School Report Card)
- Student performance on state and national examinations
- High school graduation rates
- Early literacy rating (Ohio School Report Card)

2.2. Align programming and staffing to enhance opportunities.

- Percentage of students enrolled in at least one AP or CCP course (DASL Report)
- Number of CCP course offerings and credentialed teachers
- Percentage of students involved in internships, job shadowing and related opportunities
- High schools earn silver or above in AP Honor Roll



Priorities and Action Statements (continued)

Key Indicators (continued)

2.3. Evaluate and enhance essential future-ready skills.	<ul style="list-style-type: none">• Number of community partners available to support student experiences• Number of students demonstrating Portrait of a Learner skills on XCL Program rubric• CCWMR rating (Ohio School Report Card)• Career Assessment and Post-Secondary Plan data (SchoolLinks Report)
2.4. Use flexible tools and resources to differentiate tasks, extend thinking, foster creativity and enhance problem-solving skills.	<ul style="list-style-type: none">• Number of opportunities for students to utilize AI and emerging technology• Percentage of staff participation in STEM-related professional development opportunities
2.5. Promote opportunities for ongoing reflection and feedback, fostering greater learner ownership of their educational journey.	<ul style="list-style-type: none">• Percentage of students who report that they receive regular feedback from staff (School Connection Survey)• Percentage of students who report that they have opportunities to evaluate their own work (School Connection Survey)• Student feedback at quarterly meetings with Superintendent Student Leadership Academy



STRATEGY THREE

The District will enhance...

STUDENT WELLNESS

Strategy Three: Build capacity to promote and nurture the social, physical, emotional, behavioral and intellectual well-being for adult and student learners in our community.

Priorities and Action Statements

Key Indicators

3.1. Support students through tier-one PBIS-aligned experiences that exemplify the values of the FHSD Culture Blueprint.

- Number of students with an exclusionary discipline consequence (suspension/expulsion)
- Number of office discipline referrals
- Percentage of students aware of and following school behavior expectations (School Connection Survey)

3.2. Create professional development opportunities to promote wellness, aligning with state requirements and enhancing the overall well-being of students and staff, while also supporting effective crisis management strategies.

- Professional development in crisis management and wellness
- Staff feedback on professional development
- Participant feedback on Parent Academy Topics

3.3. Enhance resources and connections through community partnerships by including parents and community agencies.

- Access to mental health care resources for students and staff
- Number of local and regional partners on the FHSD Workforce Development Team

3.4. Provide opportunities for all students to actively engage in co-curricular and extracurricular activities to help students grow in our communities and beyond.

- Percentage of students participating in clubs and organizations (School Connection Survey)
- Number of clubs and activities available to students



STRATEGY FOUR

The District will demonstrate...

FISCAL RESPONSIBILITY

Strategy Four: Demonstrate responsible, efficient, equitable and transparent stewardship of taxpayer investments.

Priorities and Action Statements	Key Indicators
4.1. Prioritize available resources to maximize student growth and personal success.	<ul style="list-style-type: none">• Percentage of classes within the district's target class sizes by grade level (DASL report)• Cost per Pupil comparison to state and county averages (District Profile/Cupp Report)• Percentage of dollars spent on classroom instruction (Ohio School Report Card)
4.2. Support evolving educational and facilities needs in a fiscally responsible manner by seeking regular stakeholder input.	<ul style="list-style-type: none">• Conduct regular needs assessments for all buildings and properties• Biannual updates to the Five-Year Capital Improvement Plan• Analyze results of demographic survey and building/classroom capacity data to inform master planning options (FutureThink Report)
4.3. Routinely evaluate the efficiency and effectiveness of all programs, policies and procedures.	<ul style="list-style-type: none">• Number of reallocated and reduced FTEs due to class size, enrollment figures and course requests (October FTE Report)• Conduct annual department budget meetings to seek operational efficiencies• Maintain financial statements that accurately and fairly represent the district's finances (State Audit Reports)



STRATEGY FIVE

The District will deliver...

EXCELLENT COMMUNICATION

Strategy Five: Deliver relevant, proactive and timely information through varied communication channels.

Priorities and Action Statements	Key Indicators
5.1. Communicate information in an honest and authentic manner.	<ul style="list-style-type: none">• Amount of data and information shared publicly related to FHSD Strategic Plan• Use of district website and other available channels to provide regular updates to the community
5.2. Provide multiple forms of district and community-wide communications.	<ul style="list-style-type: none">• Visitor traffic and engagement on district website (Google Analytics Report)• Social media performance and “reach” measurements (Meta Business Suite Insights Report)• Conduct monthly evaluation of message analytics across all channels
5.3. Foster positive relationships with students, staff, families and community members through consistent communication efforts.	<ul style="list-style-type: none">• Percentage of favorable responses regarding communication (Family Engagement Survey)• Number of methods available to answer community questions (online contact form, contact email etc.)

Portrait of a Learner

CRITICAL THINKER



Learners question, examine, reflect and make inferences about their thinking. They are analytical and actively develop and employ strategies when examining and evaluating current and future endeavors.

EMPATHETIC COMMUNICATOR



Learners respect and seek to understand diverse backgrounds and perspectives through active listening and observation. They effectively express themselves through speaking, writing, and the use of digital platforms.

CREATIVE PROBLEM SOLVER



Learners are innovative and flexible. They think outside the box to solve real-world problems, utilize independent thinking, and are empowered to take risks

ENGAGED COLLABORATOR



Learners proactively seek opportunities to understand their roles and responsibilities as they contribute to positive outcomes for their community

ADAPTABLE LEARNER



Learners are curious risk-takers, intrinsically motivated, and confident to explore the world with a driven and flexible approach to learning and problem-solving.



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