

# STRATEGIC PLAN

## 2024-2027



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### 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

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



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Treasurer  
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**FHSD is driven by the belief that EVERY MOMENT MATTERS**

## Board of Education



**Bob Bibb**  
President



**Wendy Strickler**  
Vice President



**Mark Bell**



**Sara Jonas**



**Jason Simmons**

# 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.**

- 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.**

- District Learning Walk observations of Portrait of a Learner (PoL)
- Percentage of students involved in XCL Program
- Math and literacy growth data (iReady Benchmark Reports)
- Number of district learning walks or peer coaching opportunities
- Percentage of students demonstrating PoL skills (SchoolLinks Internal Data)

**1.3. Develop adult learners through regular, collaborative coaching models.**

- Percentage of staff who feel professional development opportunities were aligned to PoL
- Number of staff involved in a formal leadership role and/or leadership academies



# 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

<p><b>2.1. Enhance the multi-tiered systems of support to leverage academic, behavioral, social, physical and emotional growth.</b></p>	<ul style="list-style-type: none"> <li>• Overall Rating (Ohio School Report Card)</li> <li>• Performance Index (Ohio School Report Card)</li> <li>• Student performance on state and national examinations</li> <li>• High school graduation rates (Ohio School Report Card)</li> <li>• Early Literacy Rating (Ohio School Report Card)</li> </ul>
<p><b>2.2. Align programming and staffing to enhance opportunities.</b></p>	<ul style="list-style-type: none"> <li>• Number of CCP course offerings and credentialed teachers (Course Guide Data)</li> <li>• Percentage of students enrolled in at least one AP or CCP course (DASL Report)</li> <li>• Percentage of students involved in internships, job shadowing and related opportunities</li> </ul>



## Priorities and Action Statements (continued)

## Key Indicators (continued)

<p><b>2.3. Evaluate and enhance essential future-ready skills.</b></p>	<ul style="list-style-type: none"><li>• Percentage of students demonstrating PoL skills (SchoolLinks Internal Data)</li><li>• Number of community partners available to support student experiences</li><li>• Career Assessment and Post-Secondary Plan data (SchoolLinks Report)</li><li>• CCWMR rating (Ohio School Report Card)</li></ul>
<p><b>2.4. Use flexible tools and resources to differentiate tasks, extend thinking, foster creativity and enhance problem-solving skills.</b></p>	<ul style="list-style-type: none"><li>• Number of opportunities for students to utilize AI and emerging technology</li><li>• Number of STEM-related professional development opportunities offered to staff annually</li></ul>
<p><b>2.5. Promote opportunities for ongoing reflection and feedback, fostering greater learner ownership of their educational journey.</b></p>	<ul style="list-style-type: none"><li>• Percentage of students who report that they receive regular feedback from staff (School Connection Survey)</li><li>• Implement K-6 Reading and Math Formative Assessments in coordination with the Aligned Assessment Plan</li><li>• Percentage of students who report that they have opportunities to evaluate their own work (School Connection Survey)</li><li>• Student feedback at meetings with Superintendent Student Leadership Academy</li></ul>



# 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

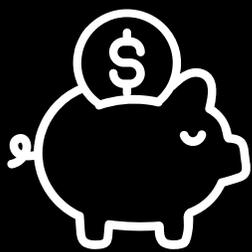
## Key Indicators

<p><b>3.1. Support students through tier-one PBIS-aligned experiences that exemplify the values of the FHSD Culture Blueprint.</b></p>	<ul style="list-style-type: none"> <li>• Number of students with an exclusionary discipline consequence</li> <li>• Number of office discipline referrals</li> <li>• Percentage of students aware of and following school behavior expectations (School Connection Survey)</li> </ul>
<p><b>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.</b></p>	<ul style="list-style-type: none"> <li>• Staff feedback on professional development</li> <li>• Participant feedback on Parent Academy Topics</li> <li>• Offer regular professional development in crisis management and wellness</li> </ul>
<p><b>3.3. Enhance resources and connections through community partnerships by including parents and community agencies.</b></p>	<ul style="list-style-type: none"> <li>• Access to mental health care resources for students and staff</li> <li>• Number of local and regional partners on the FHSD Workforce Development Team</li> <li>• Percentage of students participating in pre-apprenticeship pathways (CCWMR Data)</li> </ul>
<p><b>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.</b></p>	<ul style="list-style-type: none"> <li>• Percentage of students participating in clubs and organizations in grades 7-12</li> <li>• Number of clubs and activities available to students in grades 7-12</li> </ul>

# 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.**

- Percentage of dollars spent on classroom instruction (Ohio School Report Card)
- Ensure the financial forecast accurately reflects the District's financial accountability & sustainability (Financial Forecast)
- Analyze the proposed state budget and/or legislation to accurately reflect the impact on District funding
- Cost-Per-Pupil comparison to state and county averages (District Profile Report/Cupp Report)
- Percentage of classes within the District's target class size by grade level (DASL Report)
- Auditor of State Award for Excellence in Financial Reporting

**4.2. Support evolving educational and facilities needs in a fiscally responsible manner by seeking regular stakeholder input.**

- Biannual updates to the Five-Year Capital Improvement Plan
- Conduct regular needs assessments for all buildings and properties
- 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.**

- Weekly Cabinet & Department meetings, Monthly DLT meetings, and other District leadership meetings (e.g. DAC, Labor/Management, Departmental Budget Meetings, etc.)



## 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

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

# 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*

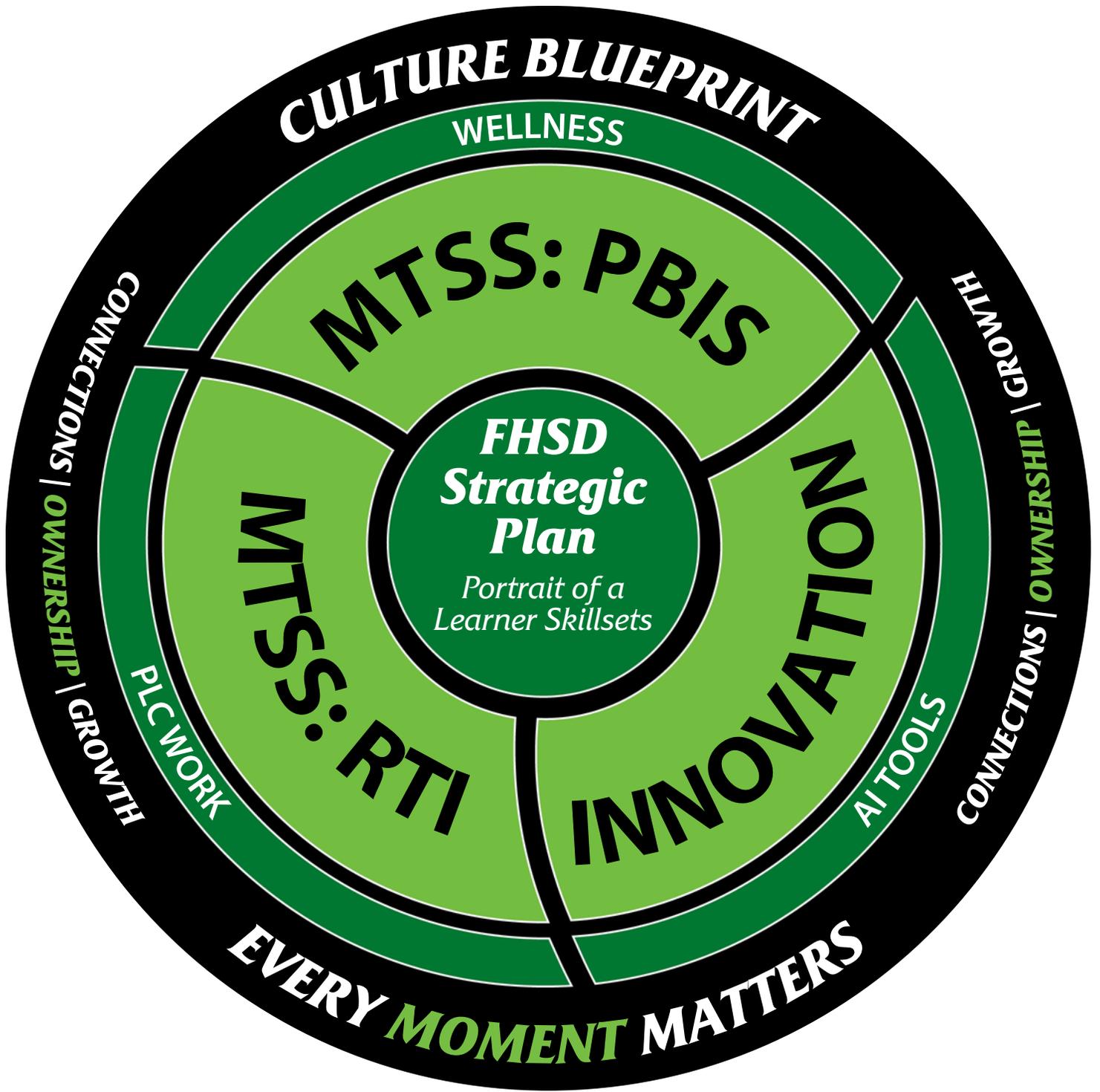
## ADAPTABLE LEARNER



*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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