The Poland Local School District Planning Draft

INTRODUCTION

Enclosed is the planning packet of the Poland Local School District, including the proposed new Vision and Mission statements and goals as developed by the strategic planning teams. The plan is designed to address the critical issues identified at the initial planning session workshop on January 18, 2017.

The proposed plan including the Vision, Mission Statement, Goals, and Planning review inserts will be reviewed by all Stakeholders, Community members, staff and Board of Education members. Your review, comments, and recommendations are important for the adoption and use of the proposed plan.

Enclosed in this packet for Community, staff and Board member review are the following:

1.) Poland Schools Vision and Mission Statements, Core Values and overview of goals of the plan-pages 3.
2.) Body of the plan outlining goals, objectives, and strategies-pages 4-12.
3.) Working summary of plan with space for comments as the plan is implemented- pages 13-20.
4.) Poland School’s Workshop Summary developed at the evening workshop on January 18, 2017-pages 21-27.

Please review and evaluate the proposed plan in relation to the following:

1.) Does the plan address the major critical issues identified at the workshop on January 18, 2017? The issues are summarized on page 28 of the Workshop summary.
2.) Does the plan optimize opportunities and realistically face identified challenges? – pages 22-23.
3.) Does the plan address identified areas to improve and build on identified strengths? – pages 24-26.
4.) Are the goals and time lines realistic and achievable in terms of the following?
   a. Board Members’ commitment
   b. Staff Members’ commitment
   c. Adequate time frames
   d. Adequate resources available
5.) Do the Vision, Mission, Goals, and Strategies expressed lead to achieving a new/revived Vision for The Poland Local School District?
Vision

Built upon a tradition of excellence and our core values, the Poland Local Schools will be a leading center of learning for all students.

Mission

Educate, empower and inspire every student at every opportunity.

Core Values

- Place the needs and welfare of students first
- Respect the inherent value of each student
- Foster a desire for lifelong learning
- Build community engagement
- Operate with accountability and transparency
- Uphold the tradition of our schools within the community
- Educate within a collaborative, creative, and cultivating learning environment
- Foster parent and community involvement
- Build honest and trusting relationships that respect all people

Goals

- Provide a rigorous curriculum to meet individual student needs, preparing them to be lifelong learners who can compete in the ever-changing society and workplace.
- Embed and use technology for appropriate, purposeful, and innovative teaching, learning and assessment.
- Enhance the technology curriculum, instruction, and support.
- Maintain a fiscally sound district now and into the future through responsible budgeting, planning, and purchasing.
- Explore, evaluate, and implement varied approaches to increase the financial resource base.
- Evaluate options to increase enrollment and publicize the advantages of attending Poland schools.
- Develop a facilities master plan to meet the future needs of the students while maintaining the historic tradition of the community.
- Ensure (that) all stakeholders have a complete understanding of the vision, mission, operation, and needs of the school district.
- Provide access to pertinent information about our schools to students, parents, families, and the community.
Curriculum

Goal: The Poland Schools will provide a rigorous curriculum to meet individual student needs, preparing them to be lifelong learners who can compete in the ever-changing society and workplace.

Objectives:
The K-12 curriculum will:
   a. be aligned,
   b. meet the needs of all students consistent with their interests and abilities,
   c. be innovative and competitive.

Strategies:
1. Provide district leadership in the areas of curriculum and instruction.
2. Ensure implementation of effective instruction with evidence based practices via shared district leadership, professional development and teacher collaboration.
3. Evaluate the variety of current course offerings, and if found necessary, expand to encourage increased interest and participation by more students.
4. Evaluate and analyze the needs of the district in terms of student services for all subgroups and modify the programs accordingly.
5. Promote balanced literacy to meet the needs of all learners.

Who Responsible 

<table>
<thead>
<tr>
<th>Who Responsible</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Board/Superintendent</td>
<td>Ongoing/assess yearly</td>
</tr>
<tr>
<td>2. Principals/Department Chairs</td>
<td>Ongoing/assess yearly</td>
</tr>
<tr>
<td>3. Superintendent/Principals</td>
<td>Spring 2018</td>
</tr>
<tr>
<td>4. Superintendent/Spec. Services Dir.</td>
<td>8/17/yearly</td>
</tr>
<tr>
<td>5. Director of Instruction/ELA</td>
<td>8/17</td>
</tr>
</tbody>
</table>
Technology

**Goal:** Embed and use technology for appropriate, purposeful, and innovative teaching, learning and assessment.

**Objective:** Provide appropriate access to technological instruction and support to meet the needs of the K-12 students.

**Strategies:**
1. Create a BYOD “bring your own device” program that sets requirements of devices to be supported including software and hardware to be properly integrated in the Poland district wireless network.
2. Provide an estimate to the BOE regarding software and hardware costs associated with BYOD program.
3. Revise and update the security policies regarding the use of social media website (acceptable use policy).
4. Educate teachers on BYOD usage policy
5. Communicate to all parents the students’ rights and responsibilities in meeting BYOD program requirements for the school year.

<table>
<thead>
<tr>
<th>Who Responsible</th>
<th>Resources needed</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. BOE</td>
<td></td>
<td>7/18</td>
</tr>
<tr>
<td>2. BOE (Jon Pera)</td>
<td>on-boarding software</td>
<td>7/18</td>
</tr>
<tr>
<td>3. BOE</td>
<td></td>
<td>7/18</td>
</tr>
<tr>
<td>4. Building Principals</td>
<td></td>
<td>7/18</td>
</tr>
<tr>
<td>5. Teachers</td>
<td></td>
<td>8/18</td>
</tr>
</tbody>
</table>
Technology

Goal: Enhance technology curriculum, instruction, and support.

Objective: Provide a consistent technology curriculum throughout the district to enhance the student skills for the 21st century.

Strategies:
1. Survey teachers and administrators to determine technology needs.
2. Explore creating a teaching position to enhance the technology skills of middle school students.
3. Explore the possibility of teachers in grades (5-8) and (9-12) teaching computer science/tech-based classes.
4. Increase teacher integration of technologies and media into their learning environments through staff development training.

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<tr>
<td>1. Patrick Williams</td>
<td>surveymonkey.com</td>
<td>7/18</td>
</tr>
<tr>
<td>2. BOE</td>
<td>Funds</td>
<td>7/18</td>
</tr>
<tr>
<td>3. BOE</td>
<td>Funds</td>
<td>7/18</td>
</tr>
<tr>
<td>4. Patrick Williams</td>
<td>LPDC certification</td>
<td>7/18</td>
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Finances

Goal: Maintain a fiscally sound district now and into the future through responsible budgeting, planning, and purchasing.

Objective: Maintain a 1% margin of revenue over expenses for the next five years.

Strategies:
1. Reduce facility cost through right sizing, consolidation and renovation; and building a new budget for maintenance.
2. Explore staff and benefits reduction or utilization.
3. Perform annual review of purchased services to determine if cost savings are available.
4. Explore options of consolidating debt.

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<td>1. Board/Administration</td>
<td>8/17/yearly</td>
</tr>
<tr>
<td>2. Board/Administration</td>
<td>6/17/yearly</td>
</tr>
<tr>
<td>3. Superintendent/Treasurer</td>
<td>7/17</td>
</tr>
<tr>
<td>4. Treasurer</td>
<td>4/17</td>
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</table>
Finances

Goal: Explore, evaluate and implement various approaches to increase the financial resource base.

Objective: Locate additional revenue to support district programs.

Strategies:
1. Maintain current revenue through levy renewals and raise additional revenue through new levies and bond issues.
2. Create an internal district wide committee to research, coordinate and support the grant writing activities of the district.
3. Work with the Poland Schools Foundation to reach out to the alumni base to provide additional resources for educational purposes.
4. Evaluate the fiscal impact of all methods and factors associated with increasing enrollment.
5. Assess the potential resale value of the North Elementary School property.

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<tr>
<td>1. Board</td>
<td></td>
<td>May/Nov. 2018</td>
</tr>
<tr>
<td>2. Administration</td>
<td></td>
<td>8/17/evaluate yearly</td>
</tr>
<tr>
<td>3. Administration</td>
<td></td>
<td>8/18</td>
</tr>
<tr>
<td>4. Administration</td>
<td></td>
<td>8/18</td>
</tr>
<tr>
<td>5. Board</td>
<td></td>
<td>8/17</td>
</tr>
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Enrollment

Goal: Evaluate options to increase enrollment and publicize the advantages of attending Poland schools.

Objective: Decrease the number of students who choose to open-enroll out of Poland by 2-3%.

Strategies:
1. Survey students/families who have open-enrolled out of the district to find out why.
2. Track the grade levels of students who choose to open-enroll out.
3. Enhance the visual/performing arts programs, gifted, technology, foreign languages, offer something unique to Poland.
4. Allow more flexible options, perhaps through online courses, flexible with time and subjects available.
5. Promote and publicize through social media the extracurricular and program opportunities available within the Poland Schools.
6. Create an informational packet, including parent testimonials, made available through realtors, school offices, and websites.

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<th>Who Responsible</th>
<th>Resources Needed</th>
<th>Timeline</th>
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<tbody>
<tr>
<td>1. Superintendent’s office</td>
<td>contact info/survey questions</td>
<td>6/17</td>
</tr>
<tr>
<td>2. Superintendent’s office</td>
<td></td>
<td>ongoing</td>
</tr>
<tr>
<td>3. Administrative team/department heads</td>
<td></td>
<td>8/18</td>
</tr>
<tr>
<td>4. Guidance counselors /administrative team</td>
<td></td>
<td>12/17</td>
</tr>
<tr>
<td>5. Pat</td>
<td></td>
<td>ongoing</td>
</tr>
<tr>
<td>6. Superintendent’s office/students</td>
<td></td>
<td>6/17 (yearly)</td>
</tr>
</tbody>
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Facilities

Goal: Develop a facilities master plan to meet the future needs of the school district and community while maintaining the historic tradition of our community.

Objective: Facilities will be innovative, modern and varied with a 21st century learning environment, tailor-made to meet the needs of students.

Strategies:
1. Select a master plan committee from candidates recommended by the community and strategic planning facilities committee.
2. Develop an analysis of the master plan comparing the cost of updating and consolidating versus building new.
3. Schedule regular committee meetings to complete the analysis.
4. Present the summary of the committee recommendations to the board.
5. Develop with the communications team a strategy to communicate the recommendations to the community.

Who Responsible                        Timeline

1. Board/facilities planning committee  9/17
2. Master plan committee                9/17
3. Master Plan committee               12/17
4. Master Plan committee               1/18
Suggested steps for Master Plan Committee

1. Review the assessment information provided by the state and other experts.
2. Review the assessment information provided by the state and other experts to determine the effectiveness of current buildings and projected costs of remodeling and modifications.
3. Review the 9 scenarios provided and select the top three scenarios that are most cost effective and most accurately address future needs.
4. Project how much space will be needed in relation to enrollment for the next one to five years including flexible spaces for resource rooms and a collaborative learning environment and appropriate academic spaces to meet educational needs.
5. Invite experts to provide projected cost estimates for each of the three scenarios staying in compliance with state codes and guidelines.
6. Explore scenarios with and without state monies.
7. Develop the final projected cost estimates for the scenarios and determine how the funds will be raised.
8. Present the summary of the committee recommendations to the board.
Communications/Perception

Goals: Ensure all stakeholders have a complete understanding of the vision, mission, operation, and needs of the school district. Provide access to pertinent information about our schools to students, parents, families, and the community.

Objective: Provide transparent, consistent, updated communication to all stakeholders.

Strategies:
1. Establish a communications team to develop different approaches for various groups in the community.
2. Ascertain how people get their information, how people want to get their information, and what information they want.
3. Establish a process to collect and provide routine and consistent communication regularly.
4. Develop a comprehensive, progressive social media approach.
5. Participate in community events to increase awareness of the state of the district.
6. Develop an effective approach for communication with alumni including building a database.

Who Responsible	Timeline
1. Board	6/17
2. Team	1/18
3. Team	1/18
4. Team	1/18
5. Team and recruited volunteers	ongoing
6. Explore options (ie; YSU Student Internship, etc.)	6/18
## Curriculum

**Goal:** Provide a rigorous curriculum to meet individual student needs, preparing them to be lifelong learners who can compete in the everchanging society and workplace.

**Objective:** The K-12 curriculum will be aligned, meet the needs of all students, innovative and competitive.

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<td>1. Provide district leadership in the areas of curriculum and instruction.</td>
<td>Board Superintendent</td>
<td>Ongoing</td>
<td>Assess annually</td>
</tr>
<tr>
<td></td>
<td>Superintendent</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Department Chairs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Ensure implementation of effective instruction with evidence based practices via shared district leadership, professional development and teacher collaboration.</td>
<td>Principals Department Chairs</td>
<td>Ongoing</td>
<td>Assess annually</td>
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<td></td>
<td>Principals</td>
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<td></td>
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<tr>
<td></td>
<td>Department Chairs</td>
<td></td>
<td></td>
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<tr>
<td>3. Evaluate the variety of current course offerings, and if found necessary, expand to encourage increased interest and participation by more students.</td>
<td>Superintendent Principals Department Chairs</td>
<td>Spring</td>
<td>2018</td>
</tr>
<tr>
<td></td>
<td>Superintendent</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Principals</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>Department Chairs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Evaluate and analyze the needs of the district in terms of student services for all subgroups and modify the programs accordingly.</td>
<td>Superintendent Director of Special Services</td>
<td>8/17</td>
<td>Annually</td>
</tr>
<tr>
<td></td>
<td>Superintendent</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Director of Special Services</td>
<td></td>
<td></td>
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<tr>
<td>5. Promote balanced literacy to meet the needs of all learners.</td>
<td>Director of Instruction ELA Leadership</td>
<td>8/17</td>
<td></td>
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## Technology

**Goal:** Embed and use technology for appropriate, purposeful, and innovative teaching, learning and assessment.

**Objective:** Provide appropriate access to technological instruction and support to meet the needs of the K-12 students.

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<td>2. Provide an estimate to the BOE regarding software and hardware costs associated with BYOD program.</td>
<td>BOE</td>
<td></td>
<td>7/18</td>
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<tr>
<td>3. Revise and update the security policies regarding the use of social media website (acceptable use policy).</td>
<td>BOE</td>
<td></td>
<td>7/18</td>
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<tr>
<td>4. Educate teachers on BYOD usage policy.</td>
<td>Principals</td>
<td></td>
<td>7/18</td>
</tr>
<tr>
<td>5. Communicate to all parents the students’ rights and responsibilities in meeting BYOD program requirements for the school year.</td>
<td>Teachers</td>
<td></td>
<td>8/18</td>
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# Technology

**Goal:** Enhance technology curriculum, instruction, and support.

**Objective:** Provide a consistent technology curriculum throughout the district to enhance the student skills for the 21st century.

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<td>1. Survey teachers and administrators to determine technology needs.</td>
<td>Patrick Williams</td>
<td></td>
<td>7/18</td>
</tr>
<tr>
<td>2. Explore creating a teaching position to enhance the technical skills of middle school students.</td>
<td>BOE</td>
<td></td>
<td>7/18</td>
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<tr>
<td>3. Explore the possibility of teachers in grades (5-8) and (9-12) teaching computer science/tech-based classes.</td>
<td>BOE</td>
<td></td>
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<td>4. Increase teacher integration of technologies and media into their learning environments through staff development training.</td>
<td>Patrick Williams</td>
<td></td>
<td>7/18</td>
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**Finances**

**Goal:** Maintain a fiscally sound district now and into the future through responsible budgeting, planning, and purchasing.

**Objective:** Maintain a 1% margin of revenue over expenses for the next five years.

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<td>1. Reduce facility cost through right sizing, consolidation and renovation; focus on building a new budget for maintenance.</td>
<td>Board Administration</td>
<td></td>
<td>8/17 Annually</td>
</tr>
<tr>
<td>2. Explore staff and benefits reduction or utilization.</td>
<td>Board Administration</td>
<td></td>
<td>6/17 Annually</td>
</tr>
<tr>
<td>3. Perform annual review of purchased services to determine if cost savings are available.</td>
<td>Superintendent Treasurer</td>
<td></td>
<td>7/17</td>
</tr>
<tr>
<td>4. Explore options of consolidating debt.</td>
<td>Treasurer</td>
<td>completed</td>
<td>4/17</td>
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**Finances**

**Goal:** Explore, evaluate and implement various approaches to increase the financial resource base.

**Objective:** Locate additional revenue to support district programs.

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<tr>
<td>1. Maintain current revenue through levy renewals and raise additional revenue through new levies and bond issues.</td>
<td>Board</td>
<td></td>
<td>5/18 11/18</td>
</tr>
<tr>
<td>2. Create an internal district wide committee to research, coordinate and support the grant writing activities of the district.</td>
<td>Administration</td>
<td></td>
<td>8/17 Annually</td>
</tr>
<tr>
<td>3. Work with the Poland Schools Foundation to reach out to the alumni base to provide additional resources for educational purposes.</td>
<td>Administration</td>
<td></td>
<td>8/18</td>
</tr>
<tr>
<td>4. Evaluate the fiscal impact of all methods and factors associated with increasing enrollment.</td>
<td>Administration</td>
<td></td>
<td>8/18</td>
</tr>
<tr>
<td>5. Assess the potential resale value of the North(elementary) property.</td>
<td>Board</td>
<td></td>
<td>8/17</td>
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**Enrollment**

**Goal:** Evaluate options to increase enrollment and publicize the advantages of attending Poland schools.

**Objective:** Decrease the number of students who choose to open-enroll out of Poland to 2-3%.

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<tr>
<td>1. Survey students/families who have open-enrolled out of the district to find out why.</td>
<td>Superintendent Office</td>
<td></td>
<td>6/17</td>
</tr>
<tr>
<td>2. Track the grade levels of students who choose to open-enroll out.</td>
<td>Superintendent Office</td>
<td></td>
<td>Ongoing</td>
</tr>
<tr>
<td>3. Enhance the visual/performing arts programs, gifted, technology, foreign languages, offer something unique to Poland.</td>
<td>Administrative Team</td>
<td></td>
<td>8/18</td>
</tr>
<tr>
<td>4. Allow more flexible options, perhaps through online courses, flexible with time and subjects available.</td>
<td>Guidance counselors Administrative Team</td>
<td></td>
<td>12/17</td>
</tr>
<tr>
<td>5. Through social media, promote and publicize the extracurricular and program opportunities available within the Poland Schools.</td>
<td>Pat and his class</td>
<td></td>
<td>Ongoing</td>
</tr>
<tr>
<td>6. Create an informational packet, including parent testimonials, available through realtors, school offices, and websites.</td>
<td>Superintendent Office Students</td>
<td></td>
<td>6/17 yearly</td>
</tr>
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**Facilities**

**Goal:** Develop a facilities master plan to meet the future needs of the school district and community while maintaining the historic tradition of our community.

**Objective:** Facilities will be innovative, modern and varied with a 21st century learning environment, tailor-made to meet the needs of students.

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<td>1. Select a master plan committee from candidates recommended by the community and strategic planning facilities committee.</td>
<td>Board Community Facilities planning committee</td>
<td></td>
<td>9/17</td>
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<tr>
<td>2. Develop an analysis of the master plan comparing the cost of updating and consolidating versus building new.</td>
<td>Master plan committee</td>
<td></td>
<td>9/17</td>
</tr>
<tr>
<td>3. Schedule regular committee meetings to complete the analysis.</td>
<td>Master Plan committee</td>
<td></td>
<td>9/17</td>
</tr>
<tr>
<td>4. Present the summary of the committee recommendations to the board.</td>
<td>Master Plan committee</td>
<td></td>
<td>1/18</td>
</tr>
<tr>
<td>5. Develop with the communications team a strategy to communicate the recommendations to the community.</td>
<td>MPC Communications team</td>
<td></td>
<td>2/18</td>
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**Communications/Perception**

**Goals:** Ensure all stakeholders have a complete understanding of the vision, mission, operation, and needs of the school district. Provide access to pertinent information about our schools to students, parents, families, and the community.

**Objective:** Provide transparent, consistent, updated communication to all stakeholders.

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<td></td>
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<td>2. Ascertain how people get their information, how people want to get their information, and what information they want.</td>
<td>Team</td>
<td></td>
<td>1/18</td>
</tr>
<tr>
<td>3. Establish a process to collect and provide routine and consistent communication on a regular basis.</td>
<td>Team</td>
<td></td>
<td>1/18</td>
</tr>
<tr>
<td>4. Develop a comprehensive, progressive social media approach.</td>
<td>Team</td>
<td></td>
<td>1/18</td>
</tr>
<tr>
<td>5. Participate in community events to increase awareness of the state of the district.</td>
<td>Team Recruited volunteers</td>
<td></td>
<td>Ongoing</td>
</tr>
<tr>
<td>6. Develop an effective approach for communication with alumni including building a database.</td>
<td>Explore options</td>
<td></td>
<td>6/18</td>
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</tbody>
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Strategic Vision

The groups were asked to describe the components of their vision for the district in the next 3 to 5 years and responded as follows:

- Improve curriculum, more AP courses, up-to-date materials, STEM, technology 21st century programs to meet the needs of all learners from highest to the lowest
- Curriculum, gifted, special-needs, nontraditional learners, whole child, all aspects; emotional, social, academic, mental health.
- Innovative
- facilities safe, healthy, updated, maintain traditions.
- Technology 21st-century innovative, modern, varied
- facilities custom-built and tailor-made to meet the needs of the students
- Improved communication with the community, communication within buildings
- Finances, stable, a fiscally sound district, staying within our changing budget.
- A district that students choose to attend
- providing tools and experiences to be successful in the 21st century
- providing positive learning opportunities for all students every day
- a district that all students will feel connected to, including the history and traditions.
- Maintain tradition and Poland pride
- nutrition and safety with educational opportunities
- collaboration, inclusive, high level autonomous teaming with key stakeholders.
- Leadership plus thriving movement
- Sustainability.
Identify Opportunities and Challenges

The groups were asked to assess the opportunities and challenges for the district in relationship to external factors and responded as follows:

**Opportunities**

**Social:** communication, tradition, how do we stand out? Attract?

- Schools reaching out to the community, accessible to the community
- Reaching out using technology, connecting students to the community
- Reaching out to elderly (emails of those picking up passes)
- Alumni day
- Many opportunities through sporting events/pride and tradition

**Political:** our community will rise to the occasion for a cause/vision

- Finding positives and pride in the schools, willingness to reach out, get involved, tap into local resources

**Economics:** open enrollment, additional nontraditional funding opportunities

- Housing values sustaining
- Possible grants, focus on grant writing
- Stable population base, develop donor base (donations, wills)
- Emphasize board efforts, savings and communication

**Technology:** accessibility, not enough computers, connectivity, expenses

- Cheaper technology, potential grants funding
- Improved technology in the last three years
- Done what we could with what we’ve got
**Challenges**

**Social:** changing student demographics SES/have more opportunities to involve parents/community.

Aging population, school choice issues, declining enrollment, holding on to the tradition.

Average age of community members, fewer starter homes available, older citizens remaining in single-family homes (stronger financial planning)

**Political:** low voter turnout, taxes unpopular,

more positive ways to communicate about the district

infrequent use of social media

**Economic:**

levy passage difficult, purchase of County ESC services, funding formula/people living longer, wealth???

Small business tax base

contract out auxiliary services, lower levels of state funding, athletic spending

how to generate additional funding, aging infrastructure

**Technology:**

old cabling/using refurbished computers/sustaining what we have over time.

Old buildings, lack of funding, older population not engaged in social media, accessibility, not enough computers, connectivity, expenses.
Strengths and Shortcomings

_The groups were asked to identify the internal strengths and weaknesses within the district and responded as follows:_

**Strengths**

- prepare students well, 3+ million in scholarships in 2016
- wise use of financial resources
- opportunities for a variety of students and extracurricular opportunities
- strong faculty – quality/nurturing
- parent/community support
- Elementary technology
- local alumni base
- preschool/afterschool programs
- guidance - career base/character building
- strong sports program/stadium
- redistricting - school building placement in community
- students and staff love to learn
- student involvement in clubs, athletics and academic organizations
- parent/community involvement; boosters, foundation, PTO
- feeling of safety
- innovative and forward thinking - willingness to change
- all staff work to meet the needs of students
- community tradition and support
- security and safety for students and staff
- best interest of the students
- teachers collaborate on curriculum and alignment
- provide teachers with opportunities for professional development
Strengths Continued

- good communication between parents and staff
- strong movement into 21st century learning skills
- efficient student/money ratio
- strength in students academics and character
- increase educational opportunities for students through staff training
- staff encouragement to students
- current school locations create a community affect - walking environment
- parents have a vested interest in their children’s education
- majority of educators are viewed as caring and onboard
Weaknesses

- Facilities, lack of building maintenance
- hamster wheel - state/federal mandates lead to too many initiatives to complete implementation
- communication - internal/external, transparency
- technological ceiling
- financial vision/planning
- enrollment/demographics
- declining enrollment
- age /condition of buildings/security/technology infrastructure
- communication/community education
- alumni engagement
- lack of gifted services - elementary/middle
- instability of state/local funding
- misinformation causing community divisions and tension
- declining enrollment forcing budgetary cuts
- financial planning has been irresponsible
- poor long-term management and short-term planning
- perceptions of Poland schools is declining in reality
- lacking compelling advantage
- lacking clear communication, especially with elderly
- technology improving at a slow pace, building limitations
Critical Issues

*The Groups agreed the following Critical Issues be addressed in the Plan:*

1. Fiscally Sound

2. 21st Century Program / Curriculum

3. Facilities

4. Communication / Collaboration

5. Technology

6. Enrollment

7. Vision

8. Community Perception / Marketing & PR
   - Community Education / Pride & Tradition