



BELLEVUE CITY SCHOOL DISTRICT

TWO YEAR STRATEGIC PLAN

BOARD OF EDUCATION

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UPDATED OCTOBER 2017

Vision

To be the most innovative, student focused public school in Ohio by educating every child, every day with intent, integrity and purpose.

Mission

We are committed to a high quality education for all students by providing a rigorous and relevant curriculum, positive relationships with our stakeholders and accountability. Every student will develop the skills and knowledge to succeed in an evolving global society.

Core Values

Belief that All Students Can Reach the Highest Level of Achievement

Expectations of Excellence and Integrity

Leadership Leads to Success

Lifelong Commitment to Helping Students be College & Career Ready

Engagement is the Key to Learning

Vision to be the Most Excellent School District in Ohio

United in Trust and Respect for All Individuals

Enthusiasm for High Quality Teaching and Learning

District Profile

The Bellevue School District began in a one room log house in 1827. The first class to graduate from Bellevue High School was in 1870 with two students receiving their diploma. Today, the Bellevue City School District, which encompasses one hundred and fifteen square miles, serves a student population of approximately two thousand students. The School District employs one hundred and fifty nine certified educators and seventy eight classified (bus drivers, cooks, custodians, maintenance workers, instructional aides, and secretaries) employees, making the District one of the largest employers in the Bellevue area. The district underwent major staff reductions since 2009, keeping the budget balanced without any new operating funds for the taxpayers since 2001.

The District operating budget totals \$20.3 million. The funds for the operating budget come from local taxes (49%), state and federal (51%) taxes, and grants totaling approximately \$1 million. The district also has a permanent improvement levy which annually provides five hundred and fifty thousand (\$550,000) dollars. This fund can only be used for purchasing buses, renovation and upkeep of buildings, and the purchasing of equipment, including new technology. The permanent improvement fund was a key element in the successful procurement of matching funds for two new buildings. In November 2014 the Bellevue citizens passed the Permanent Improvement Renewal as a Continuing Levy.

In November 2009, the community approved the necessary local matching funds to build a new elementary and middle school. The partnership between the Bellevue City Schools and state Ohio School Facilities Commission made this dream a reality. The new elementary and middle schools both opened in August 2012. Renovations to Bellevue High School were completed in the summer of 2017 using leftover construction and permanent improvement funds. All academic spaces received a complete renovation. Historically, the district was comprised

of five elementary schools, one middle school, and one high school. The new building project has allowed us to consolidate to three district school buildings (Bellevue Elementary, Bellevue Middle, and Bellevue High School). This has helped with transportation costs, staff costs, and critical collaboration time for staff.

The median income of residents in the Bellevue School District is \$31,693.00. The average income is \$45,995.00. This information is found in the most up to date District Profile Report, which can be found on the Ohio Department of Education website.

The total average daily membership for the Bellevue School District is 2,083 students. The K-12 regular education pupil teacher ratio is 17.29 compared with the state average of 18.47. 63% of the teachers in Bellevue have 10+ years of experience.

Total per pupil expenditures in the Bellevue School District are \$9,319.00 compared to the state average of \$10,984.00. The district administrative costs are less than the state average and less than similar districts. The assessed property valuation per pupil is \$128,693, which is lower than the state average and similar districts.

Our Guiding Principles

The core values that we share to offer the best educational program for our students.

The Redmen Way

We do everything with intent...integrity...and purpose.

Everyone is Welcome

We strive to greet all students, parents and visitors with an authentic feeling that they are welcome in our schools.

Dedicated to Bellevue

We believe in the importance of family and community involvement in the school.

We are proud to be active citizens who foster the long term success of the community.

Teamwork

We collaborate as a team and encourage collaboration at all levels.

Respect

We recognize and value diversity and celebrate individual differences.

Learning Environment

We foster a positive learning environment.

Empowerment

We empower each other to be creative, thoughtful, and innovative.

Accountability

We are accountable for our actions and take ownership of our decisions.

Communication

We strive to find new ways to communicate with all stakeholders. We run our school district efficiently in order to ensure the stability of our school system.

Bellevue City Schools Leadership Team

Superintendent:	Kim Schubert
Treasurer:	Tammy Flicker
Curriculum Director:	Kimberly Swartz
Pupil Personnel Director:	Jacque Montgomery
Technology Coordinator:	Mark Bishop
Technology Assistant:	Eric Dodd
Transportation Supervisor:	Kathy Hillman
Bus Mechanic:	Kelly Sanders
Food Service Director:	Jackie Hess
Health Services Director:	Laura Shaw
Buildings & Grounds Director:	Adam Gerhardstein
School Psychologists:	Rachel Forman Kristina Polachek
High School Principal:	Nate Artino
High School Assistant Principal:	Molly Porter
High School Athletic Director:	Brian Schubert
Middle School Principal:	John Bollinger
Middle School Assistant Principal:	Cody Cramer
Elementary Principal K-2	Shannon Turner
Elementary Principal 3-5	Luana Coppus
Elem AP/Early Childhood Supervisor	Pamela Veletean
District Social Worker	Jill Miller

Goal Area 1: HIGH QUALITY INSTRUCTION & STUDENT ACHIEVEMENT

BELIEF STATEMENT: We believe that instructional engagement between the teacher and student, responsibility for learning, and building personal relationships strengthens student achievement. It is mandatory for our school district to create learning environments that support student achievement. High quality teachers stay current with the most innovative instructional practices and practice implementation of fidelity. They engage students in the learning process and have high expectations for excellence. High quality staff share their successes and failures with their colleagues. There is a distinct connection between high quality instruction, evidence of learning, college readiness, and having students prepared for the work force.

DATA:

Local Report Card Data

NWEA MAPS Testing Data

District Level Team Data

Building Level Team Data

Teacher Based Teams Data

Highly Qualified Teacher Data: 100% of certified and para professional staff are highly qualified

Staff Retention Rate

Student Assessment Data

Goal Area 1: High Quality Instruction & Student Achievement

School Year	Strategies for Improvement
2016-17	<ol style="list-style-type: none"> 1. Professional development opportunities will be tailored to teacher professional growth plans and will be driven by data. Dr. Mike White will present to the staff on the assessment and implementation of the standards, common lessons, interdisciplinary units and literacy across the content. MET 2. All assessments in all subject areas and grade levels will be used as tools for collecting evidence of learning in all areas, including homework. Results will drive instruction. Ongoing 3. Evidence sharing will become a routine component of DLT, BLT and TBT meetings as these leadership teams will be re-structured for maximum efficiency. Met & Ongoing
2017-18	<ol style="list-style-type: none"> 1. All teachers will be trained on high quality assessment techniques and practices. 2. STEM opportunities will be offered in grades K-8. 3. Standards based teaching, learning and assessment will guide best instructional practices. 4. English Language Arts, Math and Technology standards revision and input at the state level.
2018-19	<ol style="list-style-type: none"> 1. Teachers will review grading practices for alignment with assessing the standards. 2. STEM opportunities will be offered at all levels, K-12. 3. Teachers will prepare students to analyze their own work and the work of their peers, using rubrics and work samples, and project based learning. 4. Teachers will offer multiple pathways for students to demonstrate proficiency of the standards.

Goal Area 2: FAMILY AND COMMUNITY ENGAGEMENT, MARKETING & PUBLIC RELATIONS

BELIEF STATEMENT: Collaboration between the school and families is vital to student success. The school district must share learning targets, make families and community members feel welcome in our buildings, and be proactive with parent communication at all levels. We believe that transparency, in all areas of operation, are critical to a high level of trust between the community and school district. Disbursing information to the public is critical to achieving transparency and growth. We must celebrate our achievements and successes and share them with our community.

DATA:

Parent/Teacher Conference Attendance

Culture and Climate Survey Data

Social Media

Redmen Readers Reading Intervention Volunteers

One School One Book Participation

Watch D.O.G.S. (Dads of Great Students) Participation

Involvement with Community Mental Health Agencies

Website Visits

Enrollment

Quality Profile

Goal Area 2: Family and Community Engagement, Marketing & Public Relations

School Year	Strategies for Improvement
2016-17	<ol style="list-style-type: none"> 1. Market the school district in each county to aide in bringing new economic development to Bellevue. Ongoing 2. Implement a county-wide Business Advisory Council to study new ways to market the school district and engage the community and region. Ongoing 3. Complete a district Quality Profile to celebrate all of the educational programming and student successes currently taking place. MET 4. The district will participate in the statewide substance abuse education initiative START TALKING. MET
2017-18	<ol style="list-style-type: none"> 1. Training on bullying and cyberbullying will be provided by the Megan Meier Foundation. Student assemblies, student training and an evening community presentation will also take place. 2. Student feedback will be collected about bullying and cyberbullying. 3. The Bellevue Hospital Substance Abuse Disorder Task Force will provide staff training on local substance abuse statistics, the brain's chemistry of addiction, medically assisted treatments, and the stigma associated with substance abuse and how to respond to someone with a substance abuse disorder. 4. Explore partnerships with local mental health agencies to provide maximum support and resources to students and families.
2018-19	<ol style="list-style-type: none"> 1. Review social media techniques to maximize the number of stakeholders receiving information. 2. Conduct a customer feedback survey to gather stakeholder opinions on our delivery. 3. Complete a strategic plan with specific family and community engagement activities. 4. Review all family and community engagement activities for data and relevancy.

Goal Area 3: College and Career Readiness

BELIEF STATEMENT: We will work with area businesses and manufacturers to make sure that our students have the skills they need for college and work force entry. We believe that a rigorous academic program with high expectations for every student leads to college and career readiness. Strong literacy skills at a young age lead to student success throughout school. We want to customize the learning opportunities for our students to be relevant to the needs of our community employers. Collaboration between the school district, local businesses and manufacturing will help prepare our students for the work force. Collaboration between the school district and higher education options will prepare our students for college.

DATA:

Number of students attending college visits

Students participating in College Credit Plus options at local universities and at Bellevue High School

Students attending EHOVE Joint Vocational School

Student interest and participation in the CPT (Certified Production Technician) program

Feedback from local employers

Number of Business Partnerships/Internships

Goal Area 3: College and Career Readiness

School Year	Strategies for Improvement
2016-17	<ol style="list-style-type: none"><li data-bbox="562 391 1864 456">1. Resources will be available to BHS graduates who continue to need help with resume writing, the application process, higher education, or career opportunities. Ongoing<li data-bbox="562 456 1373 492">2. All juniors at Bellevue High School will take the ACT. Met<li data-bbox="562 492 1885 566">3. High quality instruction will include the most innovative technology and strategies to ensure college and career readiness. Ongoing
2017-18	<ol style="list-style-type: none"><li data-bbox="562 574 1850 639">1. Continue to expand college and career opportunities to all students in grades 7-12 by referencing and utilizing student career advising plans in order to make instruction relevant to student goals.<li data-bbox="562 639 1843 675">2. Explore STEM/STEAM opportunities so students have experience in these growing career fields.<li data-bbox="562 675 1808 750">3. Analyze business education opportunities and electives to maximize preparedness for growing career fields and student interest.
2018-19	<ol style="list-style-type: none"><li data-bbox="562 758 1782 823">1. Continue to explore and expand non-traditional learning opportunities in a blended learning environment.<li data-bbox="562 823 1583 859">2. Establish internship and job shadowing opportunities for juniors and seniors.<li data-bbox="562 859 1724 899">3. Continue manufacturing presentations and tours of local facilities for staff and students.

Goal Area 4: FISCAL RESPONSIBILITY & ACCOUNTABILITY

BELIEF STATEMENT: We take our responsibility to be good stewards of taxpayer and state funding very seriously.

STRENGTHS:

Spending Reductions Levy Schedule Leadership Insurance Concessions
Staff Commitment to Reducing Expenditures Positive Relationship Between Administration and Unions

OBSTACLES:

Unstable State and Federal Funding Real Estate Valuations

DATA:

State and Federal Funding
Real Estate Valuation changes
History of staff reductions
Levy Schedule
Five Year Forecast Assumptions

Goal Area 4: Fiscal Responsibility & Accountability

School Year	Strategies for Improvement
2016-17	Be proactive in analyzing areas opened up due to retirement to verify need to replace or if possible to make staff reductions. Be proactive in developing recruiting plan for successful replacement in key areas. Goal Met
2017-18	<ol style="list-style-type: none"> 1. Continue to develop and follow building maintenance and repair schedules to avoid major capital outlay at one time. 2. Stay the course of setting realistic budget levels and spending less than budgeted so that we continue with the eight year history of no deficit spending. 3. Analyze ways to overcome the large reduction in federal funds for the 2017-18 school year.
2018-19	<ol style="list-style-type: none"> 1. Continue schedule of replacing buses and equipment. 2. Continue to analyze enrollment and staff ratios for maximum efficiency.