



**BELLEVUE CITY SCHOOL DISTRICT**

**TWO YEAR STRATEGIC PLAN**

**BOARD OF EDUCATION**

**JOHN REDD, PRESIDENT**

**STEVE RUCKER, VICE PRESIDENT**

**STEPHANIE BROWN**

**JENNIFER ROGERS**

**MARC WEISENBERGER**

**SUPERINTENDENT**

**KIM SCHUBERT**

**TREASURER**

**TAMMY FLICKER**

**UPDATED APRIL 2018**

# 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
2017-18	<ol style="list-style-type: none"><li data-bbox="512 293 1583 326">1. All teachers will be trained on high quality assessment techniques and practices.</li><li data-bbox="512 329 1205 362">2. STEM opportunities will be offered in grades K-8.</li><li data-bbox="512 365 1696 397">3. Standards based teaching, learning and assessment will guide best instructional practices.</li><li data-bbox="512 401 1738 433">4. English Language Arts, Math and Technology standards revision and input at the state level.</li></ol>
2018-19	<ol style="list-style-type: none"><li data-bbox="512 443 1608 475">1. Teachers will review grading practices for alignment with assessing the standards.</li><li data-bbox="512 479 1255 511">2. STEM opportunities will be offered at all levels, K-12.</li><li data-bbox="512 514 1877 579">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.</li><li data-bbox="512 583 1768 615">4. Teachers will offer multiple pathways for students to demonstrate proficiency of the standards.</li></ol>



## 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
2017-18	<ol style="list-style-type: none"> <li>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.</li> <li>2. Student feedback will be collected about bullying and cyberbullying.</li> <li>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.</li> <li>4. Explore partnerships with local mental health agencies to provide maximum support and resources to students and families.</li> </ol>
2018-19	<ol style="list-style-type: none"> <li>1. Review social media techniques to maximize the number of stakeholders receiving information.</li> <li>2. Conduct a customer feedback survey to gather stakeholder opinions on our delivery.</li> <li>3. Complete a strategic plan with specific family and community engagement activities.</li> <li>4. Review all family and community engagement activities for data and relevancy.</li> </ol>

### 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
2017-18	<ol style="list-style-type: none"><li data-bbox="562 391 1850 456">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><li data-bbox="562 461 1850 493">2. Explore STEM/STEAM opportunities so students have experience in these growing career fields.</li><li data-bbox="562 498 1850 563">3. Analyze business education opportunities and electives to maximize preparedness for growing career fields and student interest.</li></ol>
2018-19	<ol style="list-style-type: none"><li data-bbox="562 574 1787 639">1. Continue to explore and expand non-traditional learning opportunities in a blended learning environment.</li><li data-bbox="562 644 1587 677">2. Establish internship and job shadowing opportunities for juniors and seniors.</li><li data-bbox="562 682 1724 714">3. Continue manufacturing presentations and tours of local facilities for staff and students.</li></ol>

## 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
2017-18	<ol style="list-style-type: none"><li data-bbox="537 289 1829 358">1. Continue to develop and follow building maintenance and repair schedules to avoid major capital outlay at one time.</li><li data-bbox="537 363 1875 433">2. Stay the course of setting realistic budget levels and continue with the eight year history of no deficit spending.</li><li data-bbox="537 438 1755 467">3. Analyze ways to overcome the large reduction in federal funds for the 2017-18 school year.</li></ol>
2018-19	<ol style="list-style-type: none"><li data-bbox="537 472 1276 508">1. Continue schedule of replacing buses and equipment.</li><li data-bbox="537 513 1507 542">2. Continue to analyze enrollment and staff ratios for maximum efficiency.</li></ol>