



**SHAKER HEIGHTS CITY SCHOOL DISTRICT**  
**Shaker Heights, Ohio**

**90-Day Entry Plan**

*Revised October 13, 2013*

**Goals, Objectives, and Action Steps**

**Goal 1 – To ensure that the Shaker Heights schools support the district’s mission through continuous improvement with a constant focus on increasing student achievement.**

**Entry Plan Objective –** Assess progress toward the school district’s performance indicators outlined in the Strategic Plan 2011-13 as well as the continuous improvement process for attaining district goals and mission.

	<b>Action Step</b>	<b>Person (s) Responsible</b>	<b>Measurement</b>	<b>Progress Status</b>
1.1	Review and analyze patterns of student achievement using the Ohio School report card for all Shaker schools and school district	Dr. Hutchings, Superintendent’s Cabinet members, school administrators, and teachers	<b>August 2013</b> - Review 2013 State Report Card data with I&A team  <b>August 2013</b> – Identified patterns (achievement gaps), areas of strength (reading), and areas of improvement (math, science, graduation)	Completed

1.2	Review and analyze progress of action steps in Strategic Plan 2011-13	Dr. Hutchings and Strategic Plan Monitoring Committee	<p><b>August 2013</b> – discussed and reviewed progress on strategic plan from 2011-13 with I&amp;A</p> <p><b>September 2013</b> – discussed and reviewed strategic plan 2011-13 with Phase V Committee</p>	Completed
1.3	Review and analyze patterns of student achievement using school plans for all Shaker schools	Dr. Hutchings, Superintendent’s Cabinet members, school administrators, and teachers	<p><b>August 2013</b> – reviewed and analyzed patterns of student achievement with I&amp;A</p> <p><b>September 2013</b> – Principals presented data on student achievement for their schools with staff</p> <p><b>September/October 2013</b> – Principals use student achievement data to guide discussions for professional growth plans with staff</p>	Completed
1.4	Establish Leadership Institute for all district leaders to attend and discuss continuous improvement on academic achievement for all students	Dr. Hutchings, Assistant to the Superintendent, Assistant Superintendents, and Director of Planning and Development	<b>August 2013</b> – held Leadership Institute for all principals, assistant principals, coordinators, directors, assistant superintendents, and SHTA president	Completed

1.5	Establish action steps for Year 3 of the Strategic Plan 2011-13	Dr. Hutchings and Strategic Plan Steering Committee	<b>September 2013</b> – Strategic Plan Steering Committee worked with central office staff and consultant to identify action steps for 2013-14 (Year 3)	In progress
1.6	Redesign monthly principal meetings to provide opportunities to focus on instructional leadership, student achievement and instruction	Dr. Hutchings, Assistant Superintendents, and Director of Planning and Development	<p><b>August 2013</b> – met with assistant superintendents and director of planning and development to discuss redesign of monthly principal meetings</p> <p><b>September 2013</b> – met with consultant, Dr. Fran Prolman, who will work with I&amp;A and principals one on one throughout the 2013-14 school year</p> <p><b>September 2013</b> – Dr. Prolman met with principals to conduct a needs assessment to determine topics for principal meetings</p> <p><b>October 2013</b> – Dr. Prolman will conduct first training session with principals and I&amp;A</p>	Completed

1.7	Review and analyze achievement gap areas in mathematics, science and reading	Dr. Hutchings, Assistant Superintendents, Principals and Director of Research and Evaluation	<p><b>August 2013</b> – reviewed and analyzed patterns of student achievement with I&amp;A</p> <p><b>September 2013</b> – Principals presented data on student achievement for their schools with staff</p> <p><b>September/October 2013</b> – Principals use student achievement data to guide discussions for professional growth plans with staff</p>	Ongoing
1.8	Review and analyze historical and current data on discipline, grade distribution, climate surveys, and state testing	Dr. Hutchings, Assistant Superintendents, Principals and Director of Research and Evaluation		

**Goal 2 – To establish effective communication with school and community stakeholders as well as increase community involvement.**

**Entry Plan Objective** – Establish a rapport with board members, students, parents, teachers, school administrators, support staff, administrative staff, central office staff, special groups, community organizations, businesses, city officials, local universities/colleges, and religious leaders to ensure effective communication and collaboration.

	<b>Action Step</b>	<b>Person (s) Responsible</b>	<b>Measurement</b>	<b>Progress Status</b>
2.1	Establish a Superintendent’s Transition Advisory Committee to advise and guide the Superintendent of Schools on implementation of 90-day plan	Dr. Hutchings	<b>August 2013</b> – appointed members for the transition team  <b>September 2013</b> – presented 90-day plan to community and board of education	Completed
2.2	Meet with the Superintendent’s Transition Advisory Committee to determine progress of attaining goals in 90-day plan	Dr. Hutchings	<b>August 2013</b> – first transition team meeting held	In Progress
2.3	Evaluate the efficiency and effectiveness of the Communications Department; expand social media use to enhance community outreach	Dr. Hutchings and Director of Communications	<b>August 2013</b> – established Twitter account (@DrHutchings)  <b>September 2013</b> – met with Director of Communications to establish professional growth plan including expansion of social media	In Progress

2.4	Video a welcome message to community, new families, and new teachers	Dr. Hutchings and Director of Communications	<p><b>August 2013</b> – worked with PR firm, Hennes and Paynter, to record welcome videos</p> <p><b>September 2013</b> – posted welcome videos for community, new families, and new teachers on the district website</p>	Completed
2.5	Establish a Superintendent’s Student Advisory Committee to advise the Superintendent of Schools on district issues and recommendations	Dr. Hutchings and Assistant Superintendent of Secondary Education	<p><b>September 2013</b> – posted application for superintendent’s student advisory committee (over 50 applications) and selected 25 students</p> <p><b>October 2013</b> – held first meeting for Supt. Student Advisory Committee (Established Norms, Reviewed District Mission Statement and Purpose, Brainstormed areas of focus for 2013-14, and created subcommittees – Student Experience; Curriculum, Instruction, and Assessment; Communication, Collaboration, and Involvement)</p>	In Progress

2.6	Establish routine meetings with parent organizations to discuss parental involvement initiatives	Dr. Hutchings and Assistant to the Superintendent	<b>September 2013</b> – attended first PTO Council meeting to share district updates and highlights	In Progress
2.7	Identify and meet with parents in Shaker Heights whose children attend non-public schools to discuss their perspectives on the Shaker Heights City Schools	Dr. Hutchings and Registrar	<b>September 2013</b> – received a report from the registrar and assistant to the superintendent on Shaker students attending private schools	In Progress
2.8	Meet with local news media to discuss district initiatives, goals, and accomplishments	Dr. Hutchings and Director of Communications		
2.9	Evaluate the school district's family involvement efforts and determine feasibility of expanding family outreach efforts	Dr. Hutchings and Registrar	<b>September 2013</b> – Met with district registrar to discuss district efforts to involve families  <b>October 2013</b> – met with Neighborhood association to discuss efforts to increase family involvement	In Progress
2.10	Create welcome letter for the community and Shaker staff	Dr. Hutchings and Director of Communications	<b>August 2013</b> - created welcome letter to community and staff	Completed

2.11	Establish routine meetings with the City of Shaker Heights mayor to discuss city business and finance	Dr. Hutchings and Mayor Leiken	<p><b>September 2013</b> – met with Mayor (plan to partner with community organizations outreach and Straight A grant)</p> <p><b>October 2013</b> – met with City Council to share 90-day plan and efforts to increase collaboration with school board and city council</p> <p><b>October 2013</b> – worked with mayor to co-write a letter to community organizations for quarterly meetings to increase community outreach and district support</p>	In Progress
2.12	Establish and attend routine meetings with the Shaker Heights Teachers' Association leadership to keep abreast of district concerns related to the teaching staff	Dr. Hutchings and SHTA President	<p><b>September 2013</b> – met with the SHTA and attended first meeting to share highlights of the 90-day plan and OTES</p>	In Progress
2.13	Schedule community informational sessions on new Ohio School Report Card	Dr. Hutchings and Director of Research and Evaluation	<p><b>August 2013</b> – held informational meeting on Ohio School Report Card with Director of Research and Evaluation</p>	Completed



2.14	Attend School Open Houses and other school events including extra-curricular activities	Dr. Hutchings	<p><b>September 2013</b> – attended open houses at Mercer, Fernway, Onaway, Boulevard, Middle School, High School, and Lomond (Father’s Walk Event)</p> <p><b>September/October 2013</b> – attended football, field hockey, Shakerite, Homecoming</p> <p><b>October 2013</b> –attended Fernway PTO meeting, Pumpkinfest at Onaway</p>	In Progress
2.15	Establish an opening convocation for all Shaker employees	Dr. Hutchings and Director of Planning and Development	<b>August 2013</b> – Annual Convocation for Shaker Staff (Video/photos on shaker.org)	Completed
2.16	Establish a quarterly reporting system to provide overview of student progress throughout the school year	Dr. Hutchings, Assistant Superintendents, and Director of Research and Evaluation	<p><b>September 2013</b> – met with assistant superintendents and director of research and evaluation to discuss the quarterly reporting expectations</p> <p><b>October 2013</b> – Assistant Superintendents and Director of Research and Evaluation work with principals to establish protocol for quarterly reporting</p>	In Progress

2.17	Schedule meetings with local superintendents to establish a positive rapport, share information, and collaborate on common issues where appropriate	Dr. Hutchings	<p><b>September 2013</b> – attended Greater Cleveland Superintendent Association and First Ring Superintendents Group meetings</p> <p><b>October 2013</b> – attended professional learning community for local superintendents event as well as Greater Cleveland Superintendent Association and First Ring Superintendents Group meetings</p>	Ongoing
2.18	Establish an informational session for local businesses, real estate agencies, and higher education institutions to create partnerships for increasing student achievement	Dr. Hutchings and Assistant to the Superintendent		
2.19	Meet with neighborhood associations and community leaders	Dr. Hutchings and Assistant to the Superintendent	<b>October 2013</b> – met with neighborhood association presidents and community leaders with Mayor and Board of Education president	In Progress

2.20	Establish family-friendly communication documents to outline Shaker expectations for school employees, parents, students and community as well as strategic plan purpose and progress	Dr. Hutchings, Director of Communications, and Registrar	<b>September 2013</b> – Director of Communications updated website to include superintendent’s page	In Progress
2.21	Establish a district report card to highlight areas not included in the Ohio Report Card	Dr. Hutchings, Director of Communications, and Director of Research and Evaluation	<b>September 2013</b> – met with director of research and evaluation to discuss outline for district report card	In Progress
2.22	Establish a transition program for students new to the Shaker Schools and students transitioning to elementary, middle, or high school	Dr. Hutchings and Superintendent’s Student Advisory Committee	<b>October 2013</b> – met with assistant superintendents and assistant to the superintendent to discuss transition programs for students in Shaker  <b>October 2013</b> – MSAN students presented to the Board with a recommendation for freshman transition program	In Progress
2.23	Establish a new Shaker family mentor program	Dr. Hutchings, Registrar, and PTO Council		

**Goal 3 – To adhere to Board of Education policies and governance as well as ensure policies are aligned with the district’s strategic plan.**

**Entry Plan Objective** – Define role and responsibilities of the Board of Education and Superintendent to establish a cohesive board-superintendent relationship that collaboratively makes informed decisions to meet the diverse needs of students in Shaker Heights City Schools.

	<b>Action Step</b>	<b>Person (s) Responsible</b>	<b>Measurement</b>	<b>Progress Status</b>
3.1	Establish regular 2+1 meetings with Board members to broaden perspectives, create Board meeting agendas and deepen Board-superintendent relationship	Dr. Hutchings and Board of Education members	<p><b>August 2013</b> – established 2+1 tentative schedule for 2013-14</p> <p><b>September/October 2013</b> – weekly meetings with 2 Board members and established a 2+1 meeting minutes process for each session. Also, meeting agendas and minutes are posted on BoardDocs</p>	Ongoing
3.2	Participate in Board retreat to establish superintendent evaluation parameters, Board meeting protocol, Board-superintendent communication, Board agenda format, and annual district goals.	Dr. Hutchings and Board of Education members	<b>July 2013</b> – Board retreat held with consultant from Hazard, Young, and Attea	Completed

3.3	Schedule quarterly work sessions with the Board of Education to report on progress on student achievement and the district strategic plan	Dr. Hutchings, Superintendent's Cabinet members, and Board of Education members		
3.4	Visit Shaker schools with Board of Education members to conduct building scans	Dr. Hutchings, School Principals, and Board of Education members	<p><b>September 2013</b> – began building scan process with schools and scheduled building scans from September 2013 – January 2014</p> <p><b>October 2013</b> – met with Director of Planning and Development, Assistant Superintendents, and Assistant to the Superintendent to discuss outline for work session for Board of Education on Building Scans</p>	Ongoing
3.5	Collaborate with Board of Education members to evaluate success of attaining goals set in the Superintendent's evaluation	Dr. Hutchings and Board of Education members	<p><b>August 2013</b> – met with Board of Education members to discuss superintendent's evaluation including goals and expectations</p> <p><b>September 2013</b> – posted superintendent's evaluation including goals and expectations on shaker.org</p>	Ongoing

3.6	Evaluate existing board policies to ensure alignment with the district mission, goals, and strategic plan	Dr. Hutchings, Board of Education, and Cabinet members	<p><b>September 2013</b> – meeting with the policy committee to discuss revisions of policies and establishment of new policies required by state of Ohio</p> <p><b>October 2013</b> -</p>	In Progress
3.7	Attend training on Ohio Teacher Evaluation System (OTES) and Ohio Principal Evaluation System (OPES)	Dr. Hutchings	<b>August 2013</b> – attended OTES training with Ohio Department of Education	In Progress
3.8	Review three collective bargaining agreements	Dr. Hutchings and Collective Bargaining District Committee	<p><b>July/August 2013</b> – reviewed collective bargaining agreements</p> <p><b>September 2013</b> – met with Board of Education to discuss collective bargaining agreement during executive session</p> <p><b>October 2013</b> – met with school board attorney, SHTA president, and SHTA legal counsel to discuss collective bargaining agreement</p>	In Progress

**Goal 4 – To provide a “world-class” education for all students through effective curriculum, instruction, and assessment.**

**Entry Plan Objective** – Assess implementation of the written, taught, and assessed curriculum using data as well as direct observation of instructional practices in elementary, middle, and high schools.

	<b>Action Step</b>	<b>Person (s) Responsible</b>	<b>Measurement</b>	<b>Progress Status</b>
4.1	Review and evaluate curriculum guides to ensure alignment with Common Core Standards as well as new Ohio Science and Social Studies Standards	Dr. Hutchings, Assistant Superintendents, Principals, and Teachers	<p><b>September 2013</b> – met with the assistant superintendents to discuss the expectations for curriculum guides</p> <p><b>October 2013</b> – discussed the expectations for common core standards and PARCC with Director of Research and Evaluation</p>	In Progress
4.2	Review and evaluate implementation and preparation plan for International Baccalaureate Middle Years Programme in grades 5-12	Dr. Hutchings, Assistant Superintendents, Principals, MYP coordinators	<b>October 2013</b> – met with Assistant Superintendents, Principals (Woodbury and High School), Director of IB Americas, Paul Campbell, and IB coordinators to discuss district progress regarding MYP authorization	In Progress
4.3	Conduct building scans with principals, central office administrators, and board members to observe learning environment	Dr. Hutchings, Central Office Administrators, Principals, and Board members	<b>September 2013</b> – began building scans (NOTE: Board members have joined a few of the scans)	Ongoing

4.4	Review and evaluate progress monitoring tools to determine student mastery and achievement growth	Dr. Hutchings, Assistant Superintendents, Director of Research and Evaluation, and Principals		
4.5	Assess district expectations and processes for ensuring all students achieve at high levels including analysis of discipline referrals, grade distribution, and student mastery measures	Dr. Hutchings, Assistant Superintendents, Director of Research and Evaluation, and Principals	<p><b>September 2013</b> – met with assistant superintendents and director of research and evaluation to discuss the quarterly reporting expectations</p> <p><b>October 2013</b> – Assistant Superintendents and Director of Research and Evaluation work with principals to establish protocol for quarterly reporting</p>	Ongoing
4.6	Review and analyze student achievement data including graduation data, Ohio Achievement Assessments, International Baccalaureate Programmes, Measures of Academic Progress (MAP), Advanced Placement (AP) enrollment/success, and other pertinent data on student achievement	Dr. Hutchings, Assistant Superintendents, Director of Research and Evaluation, and Principals	<p><b>September 2013</b> – met with HS principal and Assistant Superintendent of Secondary to discuss graduation rate and AP enrollment. Assistant Superintendent of Secondary working with HS principal and Counseling Director to identify students who are not on target for high school completion in four years.</p>	Ongoing



4.7	Establish norms and expectations for reviewing and discussing student data	Dr. Hutchings, Assistant Superintendents, and Principals	<p><b>August 2013</b> – discussed student data including norms and expectations with I&amp;A at the Leadership Institute</p> <p><b>September 2013</b> – assistant superintendents and consultant, Dr. Fran Prolman, are working with school principals on discussing and reviewing student data as well as teacher evaluations</p>	Completed
4.8	Evaluate district efforts to increase 4-year graduation rate with a focus on the following subgroups: Economically Disadvantaged, African American, and Students with Disabilities	Dr. Hutchings, Assistant Superintendent of Secondary, Director of Research and Evaluation, and High School Principal	<b>September 2013</b> – met with HS principal and Assistant Superintendent of Secondary to discuss graduation rate and AP enrollment. Assistant Superintendent of Secondary working with HS principal and Counseling Director to identify students who are not on target for high school completion in four years.	Ongoing
4.9	Meet with principals and teachers to gauge their perceptions on support from the central office to assist with meeting the needs of all students	Dr. Hutchings	<b>September 2013</b> – met with school principals to discuss support needs from central office. Conducted needs assessment facilitated by consultant, Dr. Fran Prolman	Ongoing

4.10	Meet with students to gauge their perceptions on academic support from teachers and administration as well as quality of instruction	Dr. Hutchings	<p><b>October 2013</b> – held first meeting for Supt. Student Advisory Committee (Established norms, reviewed district mission statement and purpose, brainstormed areas of focus for 2013-14, and created subcommittees – Student Experience; Curriculum, Instruction, and Assessment; Communication, Collaboration, and Involvement)</p>	Ongoing
4.11	Evaluate professional learning opportunities offered to teachers and administrators on meeting the needs of all students	Dr. Hutchings and Director of Planning and Development	<p><b>September 2013</b> – met with Director of Planning and Development to discuss the professional learning plan for Shaker Schools.</p> <p><b>September 2013</b> – continuing pilot of teachers using MyLearningPlan to record their professional learning activities to maintain licensure</p>	In progress

4.12	Review and evaluate efforts to monitor the effectiveness of district initiatives and programs to increase academic achievement	Dr. Hutchings and Superintendent's Cabinet members	<b>Weekly</b> – met with the superintendent's cabinet team to discuss district initiatives and programs	Ongoing
4.13	Assess district initiatives on conceptual understanding of mathematics and Common Core/State Standards	Dr. Hutchings, Assistant Superintendents, and Principals	<b>August 2013</b> – hired two instructional coaches for elementary schools to focus on mathematics  <b>September 2013</b> – instructional coaches were included in professional learning community with Educational Services Center (ESC)	In Progress
4.14	Determine and evaluate current practices to provide schools opportunities to collaborate and discuss best practices for increasing student achievement	Dr. Hutchings and Assistant Superintendents	<b>September 2013</b> – met with principals, central office administrators, and consultant, Dr. Fran Prolman, to discuss current practices and best practices	Ongoing

4.15	Review and evaluate current practices to ensure effective transition support for students from PreK-4 to Woodbury; from Woodbury to Shaker Middle; Shaker Middle to Shaker High; and High School to college and careers	Dr. Hutchings, Assistant Superintendents, and Principals	<p><b>October 2013</b> – met with assistant superintendents and assistant to the superintendent to discuss transition programs for students in Shaker</p> <p><b>October 2013</b> – MSAN students presented to the Board with a recommendation for freshman transition program</p>	In Progress
4.16	Review and evaluate current practices to ensure students' social, emotional, and physical needs are met	Dr. Hutchings and Director of Pupil Services		
4.17	Review and evaluate authority and autonomy of principals to serve students in their respective schools and increase academic achievement	Dr. Hutchings and Principals	<p><b>September 2013</b> – met with school principals to discuss support needs from central office. Conducted needs assessment facilitated by consultant, Dr. Fran Prolman</p>	Ongoing

**Goal 5 – To ensure efficiency and effectiveness of human and financial capital.**

**Entry Plan Objective** – Evaluate the district’s human and financial capital as well as assess alignment of expenditures.

	<b>Action Step</b>	<b>Person (s) Responsible</b>	<b>Measurement</b>	<b>Progress Status</b>
5.1	Regularly attend and participate with the Finance and Audit Committee	Dr. Hutchings	<b>September 2013</b> – attended Finance and Audit committee to discuss 5 year forecast for district budget	Ongoing
5.2	Establish recruitment, retention, evaluation, and professional growth plans for sustaining high quality employees	Dr. Hutchings, Personnel Administrator, and Director of Planning and Development	<b>September 2013</b> – met with the Personnel Administrator to discuss outline for human resources plan for implementation 2014-15  <b>September 2013</b> – approved National Alliance of Black School Educators conference for Personnel Administrator (recruitment fair)	In Progress

5.3	Review and analyze efficiency of transportation, maintenance, custodial services, and food services	Dr. Hutchings and Director of Operations	<p><b>August 2013</b> – refined the transportation plan for school district to focus on financial efficiency</p> <p><b>August 2013</b> – sent communication regarding new transportation routes to families via mail and robocall</p> <p><b>September 2013</b> – met with Assistant to the Superintendent to discuss food services expectations</p> <p><b>August/September 2013</b> – met with director of operations to discuss expectations for maintenance and custodial services (limit overtime and cost efficiency is a must)</p>	Ongoing
5.4	Review and analyze retire-rehire process and requirements	Dr. Hutchings and Treasurer	<b>August/September 2013</b> – met with Treasurer to discuss retire and rehire process	Completed
5.5	Review and analyze efficiency of finance and budget practices and policies	Dr. Hutchings and Treasurer	<b>Weekly</b> – meet with Treasurer to discuss budget practices and policies	Ongoing

5.6	Review and analyze efficiency of human resources practices including FTE allocation	Dr. Hutchings and Personnel Administrator	<p><b>September 2013</b> – met with cabinet members to discuss FTE allocation</p> <p><b>October 2013</b> – Personnel Administrator shared human resources expectations with school principals</p>	In Progress
5.7	Identify and apply for grants to increase student achievement and provide additional learning opportunities for students	Dr. Hutchings and Superintendent’s Cabinet members	<p><b>September 2013</b> – reviewed Straight A grant guidelines and established an implementation team. Partnered with ESC, City of Shaker Heights, Shaker Library, and John Carroll University to submit grant to Ohio Department of Education.</p> <p><b>October 2013</b> – submitted intent to apply form for the Straight A grant</p> <p><b>October 2013</b> – 1<sup>st</sup> draft of the Straight A grant completed and sent to ESC for review</p>	Ongoing
5.8	Review and evaluate current budget process	Dr. Hutchings and Treasurer	<b>Weekly</b> – meet with Treasurer to discuss budget practices and policies	Ongoing

5.9	Review district financial forecast and how it supports student achievement	Dr. Hutchings and Treasurer	<b>Weekly</b> – meet with Treasurer to discuss budget practices and policies	Ongoing
5.10	Review plans for using Race to the Top funds to increase student achievement	Dr. Hutchings, Assistant Superintendents, and Treasurer	<b>October 2013</b> – met with Assistant Treasurer to review online portal for RttT funds and other state/federal funding sources	In Progress