

**HIGH-QUALITY EDUCATION**  
**HIGH-QUALITY FACULTY & STAFF**  
**ENGAGED PARENTS**  
**COMMUNITY COLLABORATORS & PARTNERSHIPS**  
**FISCAL RESPONSIBILITY & ACCOUNTABILITY**

**Accountability**  
**DPS Contract with**  
**the Community**  
See back cover



Dayton Public Schools Strategic Plan  
2011 - 2015





## VISION

Dayton Public Schools will be a model education system where all students are academically successful, culturally engaged, and ready for postsecondary opportunities and careers upon graduation. Teachers, parents and community partners will be active participants in our schools, and contribute to student growth.

## MISSION STATEMENT

Dayton Public Schools provides a high-quality education in a safe environment that prepares our students for success in school, work and life by providing a highly effective trained staff working each day with community resources.

## VALUES AND BELIEFS

**Excellence** – We will pursue the highest standards in educational and operational performance.

**Fairness** – We will ensure all children equitable access to the resources necessary for academic success.

**Acceptance** – We will value the strengths of a diverse community and respect the differences of individuals.

**Integrity** – We will build productive relationships through honest, open communication that fosters trust.

**Individuality** – We will respect and encourage the unique talents and abilities of each individual.

**Innovation** – We will seek out and implement new and different ways of improving our performance.

## FIVE STRATEGIC GOALS

**Goal 1: High-Quality Education**

**Goal 2: High-Quality Faculty and Staff**

**Goal 3: Engaged Parents**

**Goal 4: Community Collaborations and Partnerships**

**Goal 5: Fiscal Responsibility and Accountability**



## PARTICIPANTS

Johnny Allen	Jim Henry	David Ponitz, Ph.D.
Kyle Bower	Carol Hinton	Robin Proffitt
Tom Breitenbach	Kathy Hollingsworth	Steve Reeves
Gayle Bullard	Yvonne V. Isaacs	Judge Walter Rice
Shelia Burton	Kaye Jeter, Ph.D.	David Romick
Angela Clements	Malcom Keith, Sr.	Hazel Rountree
Linnae Clinton	Kevin Kelly, Ph.D.	Marsha Russ
Vince Corrado	Judge Nick Kuntz	Rev. Dr. William Schooler
Erin Dooley	Joe Lacey	Jamie Simpson
Stanley Earley	Ronald Lee	John Smith
Allen Elijah	Gary Leitzell	Sheila Taylor
Kathleen Emery	Joe Long	Stacy Thompson
Darryl Fairchild	Stanley E. Lucas	Taffy Turner
Bro. Raymond Fitz	Rhine McLin	Don Vermillion
Dan Foley	Jacqueline McMillan, Ph.D.	Lori Ward
Tim Glover	Jeffery J. Mims, Jr.	Joni Watson
David Greer	Jill Moberley	DelMaria Watts
Jim Gross	Nancy Nerny	Sandy Waymire
James Harris	Willie Paige	Les Weller
Rev. Frederick Hayes	Bill Pflaum	Teresa Whitley
Tim Helm		

## Goal 1 - High-Quality Education

*Create an environment conducive to learning that prepares all students for college and/or careers. Our schools possess the technology that our teachers, staff and students need to develop the skills necessary to be successful. Students are educated in a safe and secure environment.*



Strategic Objectives	Tactics	Metrics
Develop and implement a comprehensive curriculum aligned with the Common Core and new state standards in all subject areas	<ul style="list-style-type: none"> <li>Align current academic pacing guides with Common Core State Standards</li> <li>Develop district pacing guides for visual arts, music, and other performing arts, physical education and technology</li> <li>Research “best practices,” project-based and/or thematic curriculum resources (PK-12)</li> </ul>	<ul style="list-style-type: none"> <li>80% of students in grades 3-8 will be proficient in reading and mathematics</li> <li>75% of students in grades 5 and 8 will be proficient in science, writing, reading, mathematics and social studies</li> <li>85% of 11th-grade students will be proficient in writing, reading, mathematics, science and social studies</li> <li>100% of the pacing will be aligned to the Common Core State Standards</li> <li>100% of all teachers will implement the district’s curriculum and pacing guide as measured by observations, building walkthroughs and formative assessment results</li> </ul>
Ensure challenging courses, effective research-based resources and 21st century technology are available for students	<ul style="list-style-type: none"> <li>Select resources and technology based on empirical evidence of effectiveness</li> <li>Offer high-quality online and offline coursework</li> <li>Inventory and assess all instructional resources to ensure alignment to Common Core State Standards</li> <li>Continue to upgrade technology infrastructure so that by 2013 technology is aligned with instructional needs</li> </ul>	<ul style="list-style-type: none"> <li>100% of instructional resources aligned to Common Core State Standards</li> <li>30% of students accessing online course work</li> <li>40% of high school students will take rigorous courses to help prepare them for higher education</li> <li>Improved network response time</li> </ul>
Revise instructional plan for students to meet high standards in line with job market, college and state requirements	<ul style="list-style-type: none"> <li>Administer post-graduate survey; distribute the results to DPS faculty and staff</li> </ul>	<ul style="list-style-type: none"> <li>15% of DPS graduates will respond to student survey</li> </ul>
Assess student achievement accurately, and use data to improve results by school and by child	<ul style="list-style-type: none"> <li>Continue providing professional development for assessment tools and data use</li> </ul>	<ul style="list-style-type: none"> <li>Teachers accessing assessment data and altering instructional strategies</li> </ul>

## Goal 2 - High-Quality Faculty and Staff



*We will be the employer of choice for the best teachers and the best staff. Our teachers will be prepared, innovative and supported. We provide development opportunities for our faculty and staff to continuously improve. Our customer service, both internally and externally, will be exceptional. We will be welcoming and responsive to students, parents, community members and each other.*

Strategic Objectives	Tactics	Metrics
<p>Ensure that DPS human resource assignments are based on helping students achieve</p> <p>Recruit, place and retain effective, high-quality faculty and staff</p>	<ul style="list-style-type: none"> <li>• Annually assess each building's needs and update criteria for human resource deployment</li> <li>• Implement needs-based assignments and budgets</li> <li>• Recruit and retain highly qualified and effective staff to meet district needs</li> <li>• Assess DPS performance evaluation tools and redesign system, where appropriate, to better measure instructional effectiveness</li> <li>• Assist principals and supervisors with documenting staff. Send out reminder of dates for submitting non-performance documents no later than seven business days in advance of date due</li> </ul>	<ul style="list-style-type: none"> <li>• 100% of staff assignments aligned to students' needs</li> <li>• Recruitment efforts to surrounding schools increase</li> <li>• Non-performers remediated or coached out of the system</li> </ul>
<p>Identify and develop emerging leadership and teaching excellence within Dayton Public Schools</p>	<ul style="list-style-type: none"> <li>• Collaborate with local universities and professional business organizations to offer leadership training and professional development</li> <li>• Develop a succession plan for all departments</li> </ul>	<ul style="list-style-type: none"> <li>• Redesign leadership academy to include principals, assistant principals and teachers</li> <li>• Implement leadership training for non-instructional departments</li> </ul>
<p>Offer shareholder service that consistently values DPS students, parents, neighbors and taxpayers</p>	<ul style="list-style-type: none"> <li>• Develop planned monthly communication with all shareholders using new technology</li> <li>• Convene regular meetings of shareholders</li> </ul>	<ul style="list-style-type: none"> <li>• Administer annual customer satisfaction survey</li> </ul>
<p>Provide a professionally challenging, supportive and collaborative environment that encourages the highest level of performance by teachers and administrators</p>	<ul style="list-style-type: none"> <li>• Redesign evaluation tool for all employees</li> </ul>	<ul style="list-style-type: none"> <li>• Pilot new teacher evaluation in seven SIG schools</li> <li>• Implement district-wide evaluation tools by 2014</li> </ul>

## Goal 3 - Engaged Parents



*Our greatest allies in our students' education and development are the parents. We must know and understand our DPS parents to better support them. And they must know and understand Dayton Public Schools to better support their children.*

Strategic Objectives	Tactics	Metrics
<p>Create a culture where families are valued. Increase the number of volunteers in DPS schools</p>	<ul style="list-style-type: none"> <li>• Board policy created in reference to parent involvement</li> <li>• Customer service embedded in performance evaluations</li> <li>• Implement a district-wide family and community involvement group</li> </ul>	<ul style="list-style-type: none"> <li>• Number of volunteers will increase by 5% annually</li> </ul>
<p>Communicate DPS progress, goals and challenges as measured by shareholder outreach using traditional and new media</p>	<ul style="list-style-type: none"> <li>• Continue to update/upgrade website with timely, accurate and useful information</li> <li>• Use DPS TV and radio to promote Dayton Public Schools</li> <li>• Maintain and monitor district social media outlets: Twitter, Facebook</li> </ul>	<ul style="list-style-type: none"> <li>• Number of initiated and non-initiated positive coverage by DDN and other mass media outlets</li> <li>• Annual survey of DPS TV, radio and social media users indicates what parents want and use</li> </ul>
<p>Create an active parent organization within each school</p>	<ul style="list-style-type: none"> <li>• Membership drives</li> <li>• Open houses, conferences</li> </ul>	<ul style="list-style-type: none"> <li>• Average parent attendance at monthly meetings</li> </ul>
<p>Provide parents secure online access to view information regarding their children's school progress</p>	<ul style="list-style-type: none"> <li>• Implement a secure application giving parents access to their children's grades, attendance and discipline information</li> </ul>	<ul style="list-style-type: none"> <li>• Annual parent survey indicates increased use of online access (Baseline 2012)</li> </ul>

## Goal 4 - Community Collaborations and Partnerships

*Earn the trust and support of the entire community we serve.  
We must constantly demonstrate how we value our community partners and collaborators.*



Strategic Objectives	Tactics	Metrics
Increase community use of our schools as multipurpose centers	<ul style="list-style-type: none"> <li>• Increase efforts to establish new Neighborhood School Centers and expand use of schools by community organizations</li> <li>• Encourage priority board and neighborhood association meetings at the schools</li> <li>• Create opportunities for senior citizens to use the new school facilities</li> </ul>	<ul style="list-style-type: none"> <li>• Establish current baseline usage and increase the number of community organizations using DPS buildings by 5% annually</li> </ul>
Increase community collaborations and partnerships and DPS responsiveness to all stakeholders	<ul style="list-style-type: none"> <li>• Create a Family and Community Involvement Coordinator position</li> <li>• Re-formalize the Partners in Education program to better encourage businesses to provide opportunities for students</li> </ul>	<ul style="list-style-type: none"> <li>• Increase number of partnerships in each school</li> <li>• Increase number of collaborative events going on in schools, after school</li> </ul>
Develop additional strategies with the City of Dayton and other local government, business, civic and faith-based organizations to ensure safe routes to school through neighborhoods	<ul style="list-style-type: none"> <li>• Increase number of children walking to their neighborhood school</li> <li>• Encourage neighborhoods to assist in all safe route strategies</li> <li>• Continue to implement attendance areas for safe, neighborhood-based schools</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in number of children walking to their neighborhood school</li> <li>• Number of children participating in safe walking routes in neighborhood schools</li> <li>• Number of schools with safety patrols will increase</li> </ul>
Collaborate with local community resources to increase educational opportunities and services for our students	<ul style="list-style-type: none"> <li>• Expand Neighborhood School Centers to new locations and add community partners to DPS network</li> <li>• Increase the number of schools where the local community is actively involved, and wrap-around services are provided to our students and their families</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in number of local community resources involved in schools</li> </ul>



## Goal 5 - Fiscal Responsibility and Accountability



*Fiscal responsibility extends beyond money to include buildings, vehicles, equipment and technology. Not only do we accept responsibility for being effective and efficient in how we use resources, we also are accountable to the community. Teachers and staff are trained to understand school funding and key metrics of performance. We have a well-developed communications network that keeps everyone throughout our organization informed. In addition, our parents and our community partners can take pride in our stewardship of public and private dollars through an ongoing process of communications and feedback.*

Strategic Objectives	Tactics	Metrics
Provide reliable, clear forecasts, budgets and reports that allow DPS to operate accountably and transparently within budget	<ul style="list-style-type: none"> <li>• Implement a fiscal management and reports system that provides accurate, clear and timely information to internal and external users</li> <li>• Make quarterly reports available on website, DPS TV and paper (upon request)</li> <li>• Establish written budget procedure</li> <li>• Train principals in the budget development process, as well as how to manage budgets</li> </ul>	<ul style="list-style-type: none"> <li>• General fund per-pupil expenses will be at or below the midpoint of Ohio's eight urban districts</li> <li>• Instructional percent of the budget will be above the median of Ohio's eight urban districts</li> <li>• 100% of departments and schools will prepare budgets</li> </ul>
Use fiscal practices that enable the district to maximize efficiency	<ul style="list-style-type: none"> <li>• Adopt audit and expert recommendations</li> <li>• Have staff development for principals and managers to build capacity to execute best practices and quality shareholder service</li> <li>• Reduce outside legal fees</li> </ul>	<ul style="list-style-type: none"> <li>• Establish an audit (financial oversight) committee to supplement our financial bench-strength and provide transparency in the finance organization</li> <li>• Develop school finance professional development for principals and managers</li> </ul>
Increase operational efficiencies and savings through energy conservation programs, preventive maintenance and purchasing cooperatives	<ul style="list-style-type: none"> <li>• Implement facilities maintenance preventive agreement (MPA) plan, fuel management/bidding system, waste recycling program and 5-year capital plan/textbooks and equipment</li> <li>• Consolidate properties and reduce duplicative or non-viable spaces</li> <li>• Implement new business systems to meet DPS priorities, student needs and position control requirements</li> <li>• Evaluate practices and contracts, and work with internal units and vendors to improve results</li> </ul>	<ul style="list-style-type: none"> <li>• Reduce warehouse square footage by 25% by 2012</li> <li>• Reduce the number of idle district properties by 20% by 2012</li> <li>• Reduce non-instructional costs</li> </ul>

(continues next page)

## Goal 5 - Fiscal Responsibility and Accountability (continued)



*Fiscal responsibility extends beyond money to include buildings, vehicles, equipment and technology. Not only do we accept responsibility for being effective and efficient in how we use resources, we also are accountable to the community. Teachers and staff are trained to understand school funding and key metrics of performance. We have a well-developed communications network that keeps everyone throughout our organization informed. In addition, our parents and our community partners can take pride in our stewardship of public and private dollars through an ongoing process of communications and feedback.*

(continued from previous page)

Strategic Objectives	Tactics	Metrics
Transport students in a safe, timely, efficient and responsive manner	<ul style="list-style-type: none"> <li>Strengthen customer service</li> <li>Communicate expectations for student behavior</li> <li>Redesign bus routes</li> <li>Prepare student assignment policies that encourage students to choose neighborhood schools</li> </ul>	<ul style="list-style-type: none"> <li>Establish baseline for on-time performance in 2011-2012 and measure annually</li> <li>Reduce per-student transportation costs by 10% annually</li> <li>Reduce accidents per 100,000 miles by 5% annually</li> </ul>
Maintain efficient nutrition services	<ul style="list-style-type: none"> <li>Create menus that are thrifty, healthy and motivate students to participate in eating lunch and breakfast</li> </ul>	<ul style="list-style-type: none"> <li>Increase student lunch participation by 5% annually</li> <li>Increase student breakfast participation by 5% annually</li> <li>Maintain a positive fund balance in Nutrition Services</li> </ul>
Leverage our limited resources	<ul style="list-style-type: none"> <li>Research and implement school-wide pooling to provide flexibility between applicable federal, state and local funds</li> </ul>	<ul style="list-style-type: none"> <li>Implement school-wide pooling by 2013-2014</li> </ul>



# DAYTON PUBLIC SCHOOLS CONTRACT WITH THE COMMUNITY

---

Dayton's future depends on the sustained progress of its public school system. That's why, prior to the development of this strategic plan, Dayton Public Schools forged a Contract with the Community during the successful 2008 levy campaign. The Contract demonstrates clearly that we are committed to becoming a more effective, efficient, transparent educational enterprise. It commits to leaders, citizens, parents and children that we will increase student achievement, improve school environments, and strengthen DPS operations and efficiency.

**After 16 years with no local operating levy and more than \$77 million in cuts since 2002, passage of the 4.9-mill levy means we can fulfill the following Contract with the Community.**

1. **DPS will increase state test scores annually, reach the midpoint of Ohio's large urban districts and meet current "Continuous Improvement" standards by 2012, with 80% pass rates on achievement tests by 2015.**
2. **DPS will limit spending and cut expenses where possible, so that within three years, general fund per-pupil expenses will be at or below the midpoint of Ohio's Big Eight urban districts. DPS will bring the instructional percentage of the budget above the median of the Big Eight districts. [These measures will be adjusted for transportation, health care and charter expenses.] In collaboration with an Accountability Panel (see below), Dayton Public Schools will sustain its aggressive cost containment program.**
3. **With appropriate input from the Community Leadership Committee (CLC), and other key constituents, the Dayton Board of Education will appoint an independent Accountability Panel of business, community and educational leaders, which will include the Mayor/designee. The Panel will meet quarterly, review progress, and report to the community on DPS performance on academic and financial results.**
4. **The Superintendent, with participation by the Accountability Panel, will develop detailed indicators for the Panel on academic progress and cost control that can visually display progress and be widely understood by citizens. Dayton Public Schools will staff the Panel and provide reasonable data as needed. Dayton Public Schools will share the Panel's reports widely through personal presentations in the community, at Dayton Board of Education meetings and on the Dayton Public Schools Web site.**

Dayton Public Schools will execute important operational and academic improvements, examples of which follow:

- **Create and maintain a safe, productive, caring educational environment**
- **Achieve and communicate progress on academic, financial and operational metrics**
- **Train all employees in customer service and other quality improvement strategies**
- **Expand neighborhood school centers with safe walking zones for students**
- **Improve efficiency with organizational, budget, staffing and facilities reviews**

The district will develop clear, measurable strategic and annual operating plans to execute these and other important improvement initiatives. The Superintendent will report progress to the Board, Accountability Panel and community regularly. We are fully committed to developing a school district that meets 21st century needs for a far more educated community, and look forward to being held accountable for our work.

*Adopted by the Dayton Board of Education, October 2008*



115 South Ludlow Street  
Dayton, Ohio 45402-1812  
(937) 542-3052  
[www.dps.k12.oh.us](http://www.dps.k12.oh.us)

#### **DPS Board of Education**

Ronald C. Lee, President  
Joseph Lacey, Vice President  
Yvonne V. Isaacs  
Nancy A. Nery  
Sheila Taylor  
Stacy M. Thompson  
Dr. Robert C. Walker

#### **DPS Administration**

Lori L. Ward, Superintendent  
Stanley E. Lucas, Treasurer/CFO