



## **MID-OHIO EDUCATIONAL SERVICE CENTER COMMUNITY SCHOOL SPONSOR STRATEGIC PLAN**

### **Mission Statement:**

The mission of the Mid-Ohio Educational Service Center, as a sponsor of community schools, is to establish strong public community schools by adhering to quality authorizing practices and oversight of the school in accordance with the role of a quality sponsor, and to provide an opportunity to students who may not otherwise participate successfully in public education, in a student-centered manner that results in a high standard of education.

### **Our Values, Goals and Priorities:**

Mid-Ohio Educational Service Center, as a sponsor of community schools, will conduct responsible oversight and accountability, while setting high standards for a quality educational program.

We uphold the core responsibilities of being a quality sponsor, serving the needs of our regional community, creating measurable goals for school accountability, and providing quality educational achievement standards for all students.

We are committed to annual assessment of our performance as a sponsor, continuous improvement, and increased capacity.

We uphold our values, goals and priorities through the following measures:

Measure 1. We monitor and assess the goals of the Education Plan of the sponsorship agreement aligning them with the Assessment and Accountability Plan.

Measure 2. We monitor and assist with governance compliance, fiscal viability, and legal compliance.

Measure 3. We monitor faithfulness to the community school contract terms.

Measure 4. We provide technical assistance based upon the needs of the community school and based upon our determination of weaknesses.

Measure 5. We monitor and assess our continuous improvement as a sponsor through this Strategic Plan and through the Sponsor Performance Review.

### **Strategic Plan Metrics and Timeframes (timeframes are in bold) for each Metric:**

*(The 2021-2022 Sponsor Strategic Plan progress is noted in italics below, as of December 16, 2021.)*

#### **1. Quality Educational Achievement of Sponsored Schools/Education Plan**

We will evaluate the educational achievement measure by:

- assessing the educational progress of the community schools **at site visits (at least twice while school is in session, with one review during the first half of the review year and the other review during the second half of the review year)** based on short term data and progress reports. *All Dropout Prevention and Recovery Schools are required to test all students in grades 9 and higher in English language arts/reading and mathematics who enroll at the beginning of the school year within the first few weeks of the school year and again at the end of the school year using the Renaissance STAR Test. Students who enroll after the fall testing window are required to test immediately upon entry into the school. The Academic Performance Measures reports for both schools were collected and reviewed during the first semester Onsite Visit Review that occurred at the Tomorrow Center on October 13, 2021, and at GOAL Digital Academy on November 30 and December 2, 2021. Results of various tests were included in the Onsite Visit Review reports for both schools.*
- evaluating **annually** the progress on the testing of students and the performance standards in the community school contract that relate to education. *The sponsor will be completing the Performance Framework and the Annual Performance Reports for the Tomorrow Center and GOAL Digital Academy in the spring of the year.*
- observing and evaluating learning in the classroom **at site visits, annual evaluations, and in high stakes reviews for renewal.** *The sponsor during Onsite Visit Reviews observes learning in the classroom/lab. The Tomorrow Center and GOAL Digital Academy participated in the high-stakes review for renewal of their sponsorship contract during the 2019-2020 school year. The Tomorrow Center's contract expires on June 30, 2024, while GOAL Digital Academy's contract expires on June 30, 2025.*
- monitoring the qualifications of teachers at observations **during site visits and by reviewing qualifications, licenses, and background checks at least annually.** *The Tomorrow Center and GOAL Digital Academy have provided the sponsor with a list of employees indicating their licensure and background checks.*
- monitoring the mentorship, leadership, and success of school administration **at site visits and through board meeting reports.** *The evaluation of the Tomorrow Center's school director and GOAL Digital Academy's superintendent is completed by the governing boards of each school. The sponsor regularly meets with both school leaders to discuss issues involving the school, to monitor academic progress, and to check on compliance issues. One member of each school's administrative team is interviewed during Onsite Visit Reviews.*
- analyzing the Ohio Report Card beginning **when annual preliminary results are released.** *The 2020-2021 Ohio Report Card did not have grades or ratings. Limited data was available due to the coronavirus pandemic.*
- assessing teacher-based team minutes LPDC operations **at site visits**, and whether additional professional development may be needed based on any perceived weaknesses at observations **during site visits and** based on weak classroom-based performance. *LPDC agendas and minutes are emailed to the*

*sponsor. The Tomorrow Center is a member of GOAL Digital Academy's LPDC. Two LPDC meetings have been held thus far this school year (September 15, 2021, and November 17, 2021).*

- performing a spot check of the following files: special education, student cumulative, staff roster compliance **at least at one designated site visit**. *This was accomplished for the Tomorrow Center at their Onsite Visit Review on October 13, 2021, and completed for GOAL Digital Academy at their Onsite Visit Review on November 30 and December 2, 2021.*

## **2. Governance, Fiscal, Viability, and Legal Compliance**

We will evaluate governance of the sponsored schools by:

- attending board meetings, a minimum of at least three times annually and **customarily at every meeting**. *The sponsor has attended every governing board meeting this school year for the Tomorrow Center (August 16, 2021, October 18, 2021, November 15, 2021) and for GOAL Digital Academy (August 5, 2021, October 21, 2021, December 2, 2021).*
- reviewing board minutes (**depending on schools' board meeting schedules, at least every other month**). *The sponsor reviews governing board minutes for every meeting that occurs throughout the school year.*
- educating the boards of the community schools as to their role, **annually**. *The sponsor provides training on the Roles and Responsibilities for governing board members (Tomorrow Center on October 18, 2021, and GOAL Digital Academy on October 21, 2021).*
- monitoring background checks, training compliance, ethics and conflicts policies, and disclosures, **annually**. *The sponsor has collected background checks and Conflict of Interest Statements from board members at the Tomorrow Center and GOAL Digital Academy.*

We will evaluate fiscal viability of the sponsored schools by:

- reviewing and reporting on school finances **monthly**. *The sponsor has completed the review of all monthly finances thus far for the Tomorrow Center and for GOAL Digital Academy.*
- reviewing enrollment reports and samples of residency verifications **monthly**. *The sponsor has completed the review of all monthly enrollment and residency verifications thus far for the Tomorrow Center and GOAL Digital Academy.*
- reviewing FTEs **at least twice annually**. *The sponsor completes a review of the FTEs during each month's enrollment review for the Tomorrow Center and GOAL Digital Academy.*
- reviewing the fiscal standards in the performance framework of the community school contract **monthly and annually**. *The sponsor reviews the fiscal standards located in the Performance Framework for the Tomorrow Center and GOAL Digital Academy in the spring of the year.*

We will evaluate the legal compliance of the sponsored community schools by:

- requiring sponsored schools to consult their attorneys on legal issues **as needed**. *This occurs periodically throughout the year for the Tomorrow Center and GOAL Digital Academy. Both schools use the law firm of Pepple & Waggoner. The sponsor's law firm is Dickinson Wright.*
- consulting our own attorneys **as needed**. *The sponsor has contacted their attorneys from the law firm of Dickinson Wright (Adam Schira and Stephanie Teaford) for a variety of reasons: sponsor policies, contract amendments/modifications, etc.*
- complying with the school compliance portions of the Sponsor Performance Review **annually, if required**. *The sponsor was exempt from the Sponsor Performance Review (SPR) for the 2020-2021 school year.*
- attending board meetings, **customarily and whenever possible, monthly**. *The sponsor has attended every governing board meeting this school year for the Tomorrow Center (August 16, 2021, October 18, 2021, November 15, 2021) and for GOAL Digital Academy (August 5, 2021, October 21, 2021, December 2, 2021).*
- updating the community school contract at least **mid-year annually** as to changes in laws, regulations, and state accountability plans. *The sponsor held a conference call on December 10, 2021, with their attorney (Dickinson Wright) to begin the process of amending the sponsorship contract based on changes to laws, regulations, and state accountability plans.*
- scheduling site visits when legal issues may be evident (**see site visit schedule of sponsor**). *The sponsor has completed the one Onsite Visit Review required during the first half of the review year for the Tomorrow Center (October 13, 2021) and GOAL Digital Academy (November 30 and December 2, 2021).*
- providing legal updates to the sponsored schools (**at least twice annually in the fall and in the early spring**). *The sponsor provides a monthly newsletter to board members and school leaders from the Tomorrow Center and GOAL Digital Academy (September 30, 2021, October 27, 2021, November 30, 2021).*

### 3. Monitoring the Community School Contract

We will evaluate faithfulness to the community school contract terms by:

- meeting with the board and school leadership of the sponsored school **at least annually** to assess and review the terms of the contract and identify weaknesses in compliance that may exist. *Modifications to the Tomorrow Center's sponsorship contract was approved by Mid-Ohio ESC's Governing Board on December 15, 2021, and will be on the agenda for approval by the Tomorrow Center's Governing Board on January 24, 2022. The contract changes reflect an update/addition of school days to the blended learning section of the Tomorrow Center's Education Plan of the contract.*

#### 4. Technical Assistance to Improve Performance

We will evaluate our provision of technical assistance to sponsored community schools as follows:

- based on follow through of the **annual** Needs Assessment to be completed by the school **(by October of each year)**. *The sponsor created the Needs Assessment, and it was completed by both schools before the end of October.*
- based on our follow-through of observations at school site visits **(at least twice while school is in session, with one review during the first half of the review year and the other review during the second half of the review year)** and through **monthly** reviews and reports. *Onsite Visit Reviews occurred at the Tomorrow Center on October 13, 2021, and at GOAL Digital Academy on November 30 and December 2, 2021.*
- through our responsiveness to requests of a school, except the sponsor will not serve as the school's attorney. *The sponsor reviewed the Needs Assessment completed by the administrative teams from the Tomorrow Center and GOAL Digital Academy in the fall to determine the kinds of technical assistance to provide. The sponsor also will receive requests throughout the school year for technical assistance and will assist schools as the need arises.*
- through a school evaluation (survey) of the sponsor **(included in the Needs Assessment and after each technical assistance provided by the sponsor)**. *The Tomorrow Center and GOAL Digital Academy complete a survey following the completion of each technical assistance to provide feedback to the sponsor on the effectiveness of the technical assistance, and if needed, what could be improved.*
- by providing of needed or desired technical assistance. *Technical assistance has been provided to the Tomorrow Center in technology (MiFi and Kajeet devices, updates to phones, changes in Google, student systems and staff update) and in attendance to assist the school's new attendance officer, and the Mid-Ohio ESC Tech Manager has provided technical assistance by setting up GOAL Digital Academy's all-staff meetings and answering questions and giving advice related to technology issues.*

#### 5. Agency Commitment to Continuous Improvement and Capacity

a) We will evaluate our work towards continual improvement as a community school sponsor through the following defined improvement process by:

- reviewing the Quality Practices rating from ODE and use this data to develop an updated Improvement Process **(every fall when results are released if the sponsor is required to participate in the Sponsor Performance Review)**. *The Annual Quality Improvement Plan was completed by the sponsor in the fall of the*



*year, and the sponsor continues to work throughout the school completing the plan.*

- reviewing any new quality standards within 30 days of release by the ODE **(annually)**. *The sponsor has reviewed the 2021-2022 Sponsor Evaluation Tools including the 2021-2022 Quality Practices Rubric Change Log and the 2021-2022 Compliance Change Log.*
- assessing our performance in accordance with this Strategic Plan, **annually each fall by October**, before revising this plan. *The Strategic Plan is updated annually following the review of the previous year's plan.*
- attending professional development for sponsors, for legal issues and for specific education-related topics **(before January 1 of review year, and as needed)**. *The Sponsor Liaison has attended the following professional development as it relates to community schools: Ohio Auditor of the State Annual Community School Training – August 4, 2021, Community School Network (facilitated by State Support Team 7) – October 15, 2021, DOPR Network Workshop – November 17, 2021, December 7, 2021, 2021 Community School Legal Update – December 3, 2021, Bi-weekly Office of Community School Meetings (Karl Koenig, facilitator). The Community School Sponsorship Team of Ed Swartz and Kevin Kimmel attended the Sponsor Evaluation Tools Training on October 5 and October 6, 2021, respectively.*
- expanding the “Sponsorship Team” in a responsible manner by:
  - hiring part time staff with some experience in community schools **(assessed every fall by September and then, if necessary, throughout the year)**. *The Sponsorship Team of Kevin Kimmel, Ed Swartz, Lorraine Earnest, Jon Mason, and Jim Smith did not change from the previous school year. It was not necessary to hire part-time staff this school year.*
  - identifying other key members of the Mid-Ohio ESC to be included on the sponsorship team for specific areas **(assessed every fall by September and then, if necessary, throughout the year)**. *There are key members of the Mid-Ohio ESC staff who could be included on the sponsorship team should it be necessary.*

b) We will evaluate our efforts to improve performance contracting through the following actions:

- reviewing contract language regarding the Student Performance Measures, Performance Framework, statutorily required updates. *The Performance Framework section of the contract for the Tomorrow Center and GOAL Digital Academy will be reviewed and updated if needed during the second semester.*
- increasing **within two years**, the community school’s overall academic ratings on the state report card, **if applicable**. *The Tomorrow Center and GOAL Digital Academy have been identified as Priority Schools. Due to the coronavirus pandemic and per Ohio law, the 2020-2021 state report card did not have grades or ratings.*
- completing site visits **(at least twice while school is in session, with one review during the first half of the review year and the other review during the second half of the review year)** performed by the sponsor to the community

school locations or learning centers (**see site visit schedules and visit reports**). *The sponsor conducts at least two Onsite Visit Reviews during the school year, with one review occurring during the first semester of the year and the other review occurring during the second semester. The first Onsite Visit Review occurred for the Tomorrow Center on October 13, 2021, and for GOAL Digital Academy on November 30 and December 2, 2021. The sponsor regularly visits the schools to conduct monthly enrollment reviews and will visit the schools periodically as the need arises (technical assistance, professional development, board meetings, etc.).*

- reporting on an **annual basis** the community school's performance to the parents of the students enrolled in the community school, **by the statutory deadline**. *This was completed by the sponsor for the Tomorrow Center and GOAL Digital Academy and distributed to parents of both schools by the November 30, 2021, deadline. The Sponsor Annual Performance Reports for both schools are posted on each school's website and on the Mid-Ohio ESC website.*
- monitoring the implementation of career technical programs and monitor their success **at site visits**. *The Tomorrow Center and GOAL Digital Academy do incorporate their career technical programs into their CCIP.*
- developing a plan to determine the professional development needs of the sponsored schools through a Needs Assessment, **by October of each year**. *The Needs Assessment was completed by the administration teams from the Tomorrow Center and GOAL Digital Academy in the fall of 2021.*
- ensuring all professional development opportunities are available to the community school staff, and regularly review completed professional development offerings of the sponsor, **by sending electronic mail notices at each opportunity offered by the sponsor and other statewide opportunities as they arise**. *All professional development opportunities offered at Mid-Ohio ESC are emailed to the administration teams from the Tomorrow Center and GOAL Digital Academy. Two DOPR Network workshops have been offered focusing attention on Renaissance STAR Test. These two workshops were presented by the ESC Collaborative Group, of which Mid-Ohio ESC is a member.*

c) We will evaluate our continuous improvement of our ongoing oversight and evaluation of sponsored community schools through the following actions by:

- continuing to improve best practices. *Ongoing.*
- complying with sponsor laws and duly adopted administrative rules **to be self-assessed in the fall of each year**. *Completed.*
- uploading of annual assurances **ten days before opening of any NEW school or change of location**. *Not applicable.*
- reporting and uploading data in Epicenter (**by May 27, 2022, for Quality Practices and June 30, 2022, for Compliance**), if required. *Ohio law specifies sponsors currently exempted from being evaluated due to the provisions of Ohio Revised Code 3314.016(B)(7)(b), the 2019-2020 and the 2020-2021 school years*

*did not count toward the number of years for which such sponsors are not required to be evaluated (coronavirus pandemic). Therefore, currently exempted sponsors will receive their next evaluation during the 2023-2024 school year. ORC 3314.016(B)(7)(b) also references those entities with an overall rating of “exemplary” or “effective” for the three most recent years in which the entity was evaluated shall be evaluated by the department once every three years. Mid-Ohio ESC received an effective rating in 2016-2017 and exemplary ratings during the 2017-2018 and 2018-2019 school years thus at that time, Mid-Ohio ESC would have been evaluated during the 2021-2022 school year, but due to the coronavirus pandemic (see above explanation), Mid-Ohio ESC will not be evaluated again until the 2023-2024 school year.*

- attending all community school board meetings (**depending on schools’ board meeting schedules, at least every other month**). *The sponsor has attended every governing board meeting this school year for the Tomorrow Center (August 16, 2021, October 18, 2021, November 15, 2021) and for GOAL Digital Academy (August 5, 2021, October 21, 2021, December 2, 2021).*
- developing timelines for improvements that are included in writing if intervention is necessary to correct problems and follow-up has occurred, **(timeline expectations to be completed within 10-30 business days after a problem is discovered or sooner for emergencies)**. *The sponsor indicated on the Onsite Visit Review reports for the Tomorrow Center and GOAL Digital Academy several minor issues that needed improvement after the visits. A follow-up visit to the Tomorrow Center occurred where all of the items notated on their Onsite Visit Review report/areas needing improvement were addressed. A follow-up report was sent to the Tomorrow Center’s Governing Board members and school leaders indicating compliance. A follow-up visit to GOAL Digital Academy will occur during the week of January 10, 2022, to determine if items notated on their Onsite Visit Review report were addressed.*

## **TARGET THRESHOLDS**

If we have complied substantially in the timelines identified in parts 1-5a. above, we will have succeeded in improvement in those measures. Substantially mean at least 80% compliance.

If we have met 80% of our measures by documentation of compliance in 5.b. and 5.c. above, we will have succeeded in improvement in those measures.

Regardless of the threshold for success, if any measure is not met, it will be repeated and/or enhanced on the next Strategic Plan.

*This section will be completed at the end of the 2021-2022 school year to determine the level of success with this year’s Mid-Ohio ESC’s Community School Strategic Plan.*