



## 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 2020-2021 Sponsor Strategic Plan progress is noted in red below, as of December 11, 2020, and noted in green below, as of June 4, 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. *In previous years, all Dropout Prevention and Recovery Schools have been required to test all students in grades 9 and higher in English language arts 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*

*NWEA MAP test (Northwest Evaluation Association Measures of Academic Progress). Students who had enrolled after the fall testing window were required to test immediately upon entry into the school. This year, the Ohio Department of Education is in the process of selecting a new testing vendor for Dropout Prevention and Recovery Schools, which has not yet occurred. GOAL Digital Academy and the Tomorrow Center have been asked to submit their responses to the following two questions.*

- ✓ Upon enrollment, how does the school assess what is the appropriate placement for students?*
- ✓ How is the school monitoring progress on each student's Individual Graduation Plan?*

*During the second Onsite Visit Review (Tomorrow Center on February 23, 2021, and GOAL Digital Academy on March 10 and 11, 2021) both schools submitted academic performance measures (data from fall and winter testing – End-of-Course Exams and ACT results.)*

- *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 GOAL Digital Academy and the Tomorrow Center in the spring of the year. The sponsor emailed the Performance Framework and the Annual Performance Report to the board members and school leaders from the Tomorrow Center and GOAL Digital Academy on May 14, 2021, and May 28, 2021, respectively. The Performance Framework and the Annual Performance Report were discussed with board members from the Tomorrow Center and GOAL Digital Academy on May 17, 2021, and June 3, 2021, respectively.***
- *observing and evaluating learning in the classroom **at site visits, annual evaluations, and in high stakes reviews for renewal. The sponsor, during onsite visits, observes and evaluates learning in the classroom. GOAL Digital Academy and the Tomorrow Center participated last school year in the high stakes reviews for renewal of their sponsorship contract.***
- *monitoring the qualifications of teachers at observations **during site visits and by reviewing qualifications, licenses, and background checks at least annually. GOAL Digital Academy and the Tomorrow Center 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 GOAL Digital Academy's superintendent and the Tomorrow Center's school director is in process. Both the superintendent at GOAL Digital Academy and the school director at the Tomorrow Center have received evaluations on their performances.***
- *analyzing the Ohio Report Card beginning **when annual preliminary results are released. The 2019-2020 report cards did not have grades or ratings. Limited data was available due to the coronavirus pandemic and ordered school closures. The graduation rates for DOPR schools were reported on the 2019-2020 state report and included in the 2019-2020 Sponsor Annual School Performance Report given to GOAL Digital Academy and the Tomorrow Center and submitted to ODE.***
- *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. The LPDC has yet to meet this year due to COVID. The sponsor has contacted the committee chairperson to remind him of***

*their obligation to meet throughout the school year. The sponsor has received LPDC meeting agendas and minutes from December 16, 2020, January 26, 2021, February 23, 2021, April 27, 2021, and June 2, 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 the onsite visit on November 4, 2020, and completed for GOAL Digital Academy at the onsite visit on December 8, 2020. This was also accomplished during the second semester Onsite Visit Review that took place at the Tomorrow Center on February 23, 2021, and GOAL Digital Academy on March 10 and 11, 2021, respectively.*

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

We will evaluate governance of the sponsored schools by:

- attending board meetings, a minimum of at least two times annually and **customarily at every meeting**. *The sponsor has attended the following governing board meeting this school year for GOAL Digital Academy (August 6, 2020, October 22, 2020, December 3, 2020, February 4, 2021, and April 15, 2021) and for the Tomorrow Center (August 17, 2020, September 21, 2020, October 19, 2020, November 16, 2020, January 25, 2021, March 15, 2021, April 19, 2021, May 17, 2021, and June 21, 2021).*
- reviewing board minutes **monthly**. *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 provided training on the Roles and Responsibilities for governing board members (Tomorrow Center – October 19, 2020, and GOAL Digital Academy – October 22, 2020).*
- monitoring background checks, training compliance, ethics and conflicts policies, and disclosures, **annually**. *The sponsor has collected COI statements from board members for the Tomorrow Center and is waiting on one board member from GOAL Digital Academy to submit his COI statement.*

We will evaluate fiscal viability of the sponsored schools by:

- reviewing and reporting on school finances **monthly**. *The sponsor has completed the review of finances monthly for GOAL Digital Academy and the Tomorrow Center.*
- reviewing enrollment reports and samples of residency verifications **monthly**. *The sponsor has completed the review of enrollment and residency verifications monthly for GOAL Digital Academy and the Tomorrow Center when school is in session.*
- reviewing FTEs **at least twice annually**. *The sponsor completes a review of the FTEs during each month's enrollment review for GOAL Digital Academy and the Tomorrow Center.*

reviewing the fiscal standards in the performance framework of the community school contract **monthly and annually**. *The sponsor completes fiscal standards in the Performance Framework for GOAL Digital Academy and the Tomorrow Center in the spring of the year. The sponsor emailed the Performance Framework to the board members and school leaders from the Tomorrow Center and GOAL Digital Academy on May 14, 2021, and May 28, 2021, respectively. The Performance Framework was discussed with board members from the Tomorrow Center and GOAL Digital Academy on May 17, 2021, and June 3, 2021, respectively.*

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 GOAL Digital Academy and the Tomorrow Center. Both schools use Brian DeSantis (People & Waggoner).*
- consulting our own attorneys **as needed**. *The sponsor has contacted their attorneys, Adam Schira and Stephanie Teaford (Dickinson Wright), during the school year for a variety reasons (Quality Practices standard C, contract modification, sponsorship policies, GOAL Digital Academy's status as a DOPR school, etc.). A conference call with the attorneys occurred on October 28, 2020, January 27, 2021, and May 11, 2021.*
- complying with the school compliance portions of the Sponsor Performance Review **annually, if required**. *The sponsor was exempt from the SPR for the 2019-2020 school year.*
- attending board meetings, **customarily and whenever possible, monthly**. *The sponsor has attended the following board meetings for both schools. (GOAL Digital Academy – August 6, 2020, October 22, 2020, December 3, 2020, February 4, 2021, and April 15, 2021; Tomorrow Center – August 17, 2020, September 21, 2020, October 19, 2020, November 16, 2020, January 25, 2021, March 15, 2021, April 19, 2021, May 17, 2021, and June 21, 2021).*
- updating the community school contract at least **mid-year annually** as to changes in laws, regulations, and state accountability plans. *The attorneys for the sponsor have been contacted (October 28, 2020) and the contract modifications for GOAL Digital Academy have occurred. The contract modifications for the Tomorrow Center will occur in 2021. The contract modifications for the Tomorrow Center were approved by their governing board on March 15, 2021, and by the Mid-Ohio ESC Governing Board on April 21, 2021.*
- scheduling site visits when legal issues may be evident (see **site visit schedule of sponsor**). *The sponsor has completed the one onsite visit required during the first half of the review year for both schools (Tomorrow Center – November 4, 2020, and GOAL Digital Academy – December 8, 2020). The required Onsite Visit Review for the second half of the review year was completed on February 23, 2021, and on March 10 and 11, 2021, for the Tomorrow Center and GOAL Digital Academy, respectively.*
- 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 GOAL Digital Academy's and the Tomorrow Center's Governing Board members (September 29, 2020, October 28, 2020, November 24, 2020, December 11, 2020, January 27, 2021, February 26, 2021, March 30, 2021, April 28, 2021, and May 28, 2021) that has a section for legal and policy updates. The sponsor's attorney will be meeting with both governing board members to assist each school in understanding changes in rule, law, and policy that impact community school operations in the spring of 2021. This occurred with the Tomorrow Center's Governing Board on March 15, 2021, and GOAL Digital Academy's Governing Board on April 15, 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 GOAL Digital Academy's sponsorship contract was approved by the Mid-Ohio ESC's and GOAL Digital Academy's Governing Board members in November and December, respectively. Modifications to the Tomorrow Center's sponsorship contract was approved by the Tomorrow Center's Governing Board on March 15, 2021, and by the Mid-Ohio ESC's Governing Board on April 21, 2021. Any areas of compliance deficiencies are noted during Onsite Visit Reviews and throughout the school year as needed.*

#### 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 completed by the school. *The sponsor completed the Needs Assessment for GOAL Digital Academy and the Tomorrow Center in the fall of 2020.*
- 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 November 4, 2020, and February 23, 2021, and at GOAL Digital Academy on December 8, 2020, and March 10 and 11, 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 GOAL Digital Academy and the Tomorrow Center in the fall to determine the kinds of technical assistance to provide. The sponsor also receives requests throughout the school year for technical assistance and will assist schools as the need arises.*
- through a school evaluation of the sponsor. *GOAL Digital Academy and the Tomorrow Center complete a survey following completion of each technical assistance. The survey provides the sponsor with feedback on the technical assistance provided, and if needed, what could be improved.*
- by providing of needed or desired technical assistance. *Technical assistance has been provided to GOAL Digital Academy in the areas of Resident Educator Program and technology, general support, special events setup, and virtual job fair, while the Tomorrow Center has received technical assistance in the areas of technology, student enrollment information, grants, state testing, hardware devices, website support, Google assistance, and general support.*

#### 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**). *The Annual Improvement Plan was completed by the sponsor in the fall of the year, and the sponsor continues to work throughout the school year completing its plan.*
- reviewing any new quality standards within 30 days of release by the ODE (**annually**). *The sponsor has reviewed the 2020-2021 Sponsor Evaluation Tools as well as the 2020-2021 Quality Practices Rubric Change Log and the 2020-2021 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 (**annually**). *The Sponsor Liaison, Jim Smith, attended the following professional development as it relates to community schools: NACSA Virtual Conference – October 13-October 31, 2020; Community School Network – September 11, 2020, and May 14, 2021, (State Support Team 7 facilitator), ESC Community School Sponsorship Team Meetings – April 16, 2021, and May 12, 2021, Dropout Prevention and Recovery (DOPR) Network Meetings – December 1, 2020, December 17, 2020, January 15, 2021, March 4, 2021, and May 5, 2021, Bi-weekly Office of Community School Meetings (Karl Koenig facilitator) throughout the school year. The Community School Sponsorship Team of Jon Mason, Ed Swartz, Kevin Kimmel attended the Sponsor Evaluation Tools Training on September 9, 2020, September 11, 2020, and October 16, 2020, respectively.*
- expanding the “Sponsorship Team” in a responsible manner by: *The Sponsorship Team of Kevin Kimmel, Ed Swartz, Lorraine Earnest, Jon Mason, and Jim Smith did not change from the previous school year.*
  - hiring part time staff with some experience in community schools (**assessed every fall by October and then if necessary, throughout the year**). *Not necessary to hire part-time staff this school year.*
  - identifying other key members of the MOESC to be included on the sponsorship team for specific areas (**assessed every fall by October 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 was updated in GOAL Digital Academy's contract to include measures should the school not qualify for DOPR status. Tomorrow Center's Performance Framework section of the contract will be reviewed and updated if needed. The Performance Framework for the Tomorrow Center was updated in the spring of 2021 (see dates above for contract modifications).*
- increasing **within two years**, the community schools' overall academic ratings on the state report card. *GOAL Digital Academy and the Tomorrow Center have been identified by ODE as Priority Schools. Due to the coronavirus pandemic and ordered school closures, the 2019-2020 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 visits, with one review occurring during the first semester of the year and the other review occurring during the second semester for the Tomorrow Center (November 4, 2020, February 23, 2021) and GOAL Digital Academy (December 8, 2020, March 10 and 11, 2021). The sponsor regularly visits the school to conduct monthly enrollment reviews and will visit the schools periodically as the needs arise (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 GOAL Digital Academy and the Tomorrow Center and distributed to parents of both schools by the November 30, 2020, deadline. The Sponsor Annual Performance Report for both schools are posted on each school's website and posted on the Mid-Ohio ESC website.*
- monitoring the implementation of career technical programs and monitor their success **at site visits**. *The sponsor has discussed this issue with GOAL Digital Academy and the Tomorrow Center during the fall onsite visits in compliance. Both schools do incorporate career technical programs in their CCIP.*
- developing a plan to determine the professional development needs of the sponsored schools through a Needs Assessment, **by November of each year**. *The Needs Assessment was completed by the administration teams from GOAL Digital Academy and the Tomorrow Center in the fall of 2020.*
- 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 sent to members of the administrative teams from GOAL Digital Academy and the Tomorrow Center. A Google Classroom training was provided for teachers at the Tomorrow Center by members of the Mid-Ohio ESC staff on September 2, 2020. This school year, a Dropout Prevention and Recovery School Network Group was established. The DOPR School Network Group was formed by sponsors from the ESC of Central Ohio, North Central Ohio ESC, and Mid-Ohio ESC. Professional development opportunities have been provided in the following areas: DOPR Report Card Measures (December 17, 2020), Industry Credentials and Career Tech Planning/Partnering (January 15, 2021), Graduation Requirements and Graduation Seals (March 4, 2021), and STAR Assessments (May 5, 2021).*

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 necessary.*
- reporting and uploading data in Epicenter (by **May 28, 2021 and July 23, 2021**), if **required**. *With recent statutory updates to Ohio Revised Code 3314.016(B)(7)(b) and the passage of House Bill 197 and House Bill 164, which precluded ODE from issuing ratings for the 2019-2020 evaluation, sponsors, like Mid-Ohio ESC, that received Effective or Exemplary ratings for 2016-2017, 2017-2018, and 2018-2019 will not be evaluated again until the 2022-2023 school year.*
- attending all community school board meetings (**generally monthly depending on schools' board meeting schedules**). *See information contained in the Strategic Plan updates concerning sponsor attendance at board meetings.*
- 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 reports for GOAL Digital Academy and the Tomorrow Center several minor issues that needed improvement after the visits. Follow-up visits will be conducted to determine compliance and a report will be sent to governing board members and school leaders from both schools to determine if issues were resolved.*

### **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. *The sponsor has accomplished 100% of the items in 1-5a, except for the review of the schools' monthly finances, which is ongoing through the summer months.*

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. *The sponsor has accomplished 100% of the items in 5.b. and 5.c.*

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 area will be completed toward the end of the 2020-2021 school year to determine the level of success with this year's Mid-Ohio ESC Community School Strategic Plan.*