

Youngstown City School District Review Executive Summary

This review carefully considered the effectiveness of system-wide functions using the Ohio Department of Education's six district standards: leadership, governance and communication; curriculum and instruction; assessment; human resources and professional development; student support; and fiscal management. The site visit to the Youngstown City School District was conducted from Feb. 12-16, 2018. The following summary highlights some of the strengths, challenges and recommendations, which are further explained in the report.

(Strategic Plan, Appendix A: Action Plan page number)

STRENGTHS

Leadership, Governance and Communication

1. The strategic plan goals and measures of success drive the decisions and actions of the district. (P.25)
2. The district provides supports to develop building administrators' instructional leadership skills. (P.4)

Curriculum and Instruction

3. The district utilizes an evidenced-based instructional framework across all-content areas. (P.1)
4. The district has established a process for curriculum development and revision. (P.1)
5. District and building administrators provide immediate and consistent feedback on instructional practices and student engagement. (P.2)

Assessment and Effective Use of Data

6. The district collects and analyzes student data to drive decision-making for improving student growth. (P.5)
7. The district uses a balanced assessment system to identify student needs. (P.5)

Human Resources and Professional Development

8. The district hired trained staff and established hiring procedures to guide recruitment, selection and assignment of teachers. (P.21)
9. The district provides professional learning to educators to meet strategic plan goals. (P.3)

Student Supports

10. The district developed structures and procedures to address school climate and student academic and behavioral needs. (P.11 and P.13)
11. The district continues to strengthen comprehensive services to address the needs of the whole child. (P.11)
12. The district restructured its schools to ensure equal access to services and programs for students and families. (P.12)

CHALLENGES

Leadership, Governance and Communication

13. The district does not systematically communicate progress on the strategic plan goals and priorities to all stakeholders. (P.16)
14. Elementary building leadership teams have not developed improvement plans that define the schools' individualized efforts to raise student achievement aligned to the strategic plan. (P.2)

15. The district does not consistently utilize educational evaluation models to determine the effectiveness and efficiency of programs and processes. (P.7)

Curriculum and Instruction

16. The district has not systematically implemented behavior management practices to promote a respectful classroom environment conducive for learning. (P.11 and P.13)
17. The district does not have a process for selecting instructional resources aligned to Ohio's Learning Standards. (P.3)
18. District leadership has not developed a system for the implementation of curriculum and delivery of instruction. (P.2)

Assessment and Effective Use of Data

19. The district lacks a comprehensive technology plan that is aligned to the district's strategic plan. (P.25)
20. The teacher-based teams do not identify specific evidence-based intervention strategies based on analyzed data. (P.8)

Human Resources and Professional Development

21. The district does not have a comprehensive professional development plan. (P.25)
22. The district does not establish shared accountability for all building administrators. (P.25)

Student Supports

23. The district is not compliant with special education performance profile indicators that are aligned to state and federal regulations. (P.8)
24. The district has not fully implemented the multi-tiered systems of supports (MTSS) framework to identify and plan academic, behavioral and health interventions. (P.13)
25. The district has not provided the instructional supports needed to implement the co-plan and co-serve model for students with disabilities in general education classrooms. (P.4 and P.8)

Fiscal Management

26. The district does not have a comprehensive and participatory budget process. (P.25)
27. The district's monthly financial report revealed deficit spending of the general fund budget. *
28. The district continues to not have a comprehensive capital plan. (P.25)

RECOMMENDATIONS

Leadership, Governance and Communication

29. Develop a communication plan and tools to systematically inform and gather feedback from external and internal stakeholders on progress toward district strategic plan goals. (P.16)
30. Provide oversight and support to elementary building leadership teams to ensure the development of improvement plans that define the schools' individualized efforts to raise student achievement and align to the strategic plan. (P.2)
31. Develop and utilize educational evaluation models to determine the effectiveness and efficiency of programs and processes. (P.7)

Curriculum and Instruction

32. Create a systematic and comprehensive process for developing a respectful climate and culture. Develop procedures for the full implementation of the new student code of conduct. Develop procedures for the implementation of behavioral expectations outlined in the student code of conduct. (P.11 and P.13)

33. Create a systematic plan for developing all curriculum, instruction, resources and materials. Offer opportunities to teachers and staff to collaborate on creating a system for developing all curriculum, instruction, resources and materials. (P.3)
34. Prioritize the implementation of the Youngstown School City School District Strategic Goals Plan. Collaborate with staff and stakeholders to create a time of the implementation of the most important goals and goals that may render the greatest impact for student growth and learning. (P.2)

Assessment and the Use of Data

35. Use available guidance documents, such as the National Education Technology Plan by the United States Department of Education or the International Society for Technology in Education, to develop a comprehensive technology plan, which includes budgeting, purchasing, implementation, teacher and student instructional outcomes, professional development and evaluation. (P.25)
36. Develop a professional development plan for teachers that focuses on designing complex instructional practices for both interventions and enrichment based on the formative and benchmark data collected in the district. (P.8)

Human Resources and Professional Development

37. Engage in collaborative professional development planning by all district departments and stakeholders to support all educators through best-practice models and active engagement based on Ohio Standards for Professional Development and Ohio's Educator Standards. (P.25)
38. Develop job descriptions and evaluation tools aligned to district strategic goals for all levels of the organization that are performance based and used to promote a culture of individual growth and overall effectiveness. (P.25)

Student Supports

39. Ensure that the district is compliant with the special education performance profile indicators to meet the requirements of state and federal guidelines. (P.8)
40. Train all staff in understanding and implementing the multi-tiered systems of supports framework. (P.13)
41. Provide instructional supports to general education teachers and intervention specialists to effectively implement the co-plan and co-serve model for students with disabilities in general education classrooms. (P.4 and P.8)

Fiscal Management

42. Meet and collaborate with district stakeholders to develop a budgetary process that includes involvement from all areas, specific by building and department and detailed for all accounts within the accounting system. (P.25)
43. Immediately address and analyze current staffing needs and purchased service needs as they align to the strategic plan. Identify which plans are most effective and those not found to be effective and plan to reduce spending in the areas that do not meet the district's improvement plan. *
44. Establish committees for a capital plan, including district staff from all administrative areas, that will develop a written plan to outline the needs of the district for equipment, technology, bus replacement, repairs, textbook adoption and curriculum material, both new and replacements, with priorities for the next five years. (P.25)