

# Strategic Plan

2024-2026



# Mission and Vision

**Mission:** ESC of the WR is committed to providing innovative programming and quality services to support and promote student achievement in all aspects of our educational communities within our region and state.

**Vision:** The ESC of the Western Reserve will be recognized as a premier educational service center that provides personalized services to inspire and support student growth and staff development to educational communities in our region and across Ohio.



# 2022-2024 Evidence and Accomplishments



## Goal 1:

**Quality Services and Programming: Continue supporting and expanding high-quality services and programs for student growth and achievement:**

Priority 1: Continue to expand program offerings and services to best serve all students in our region

1. Offered quarterly Transition to Work professional learning opportunities to Job Training Coordinators in both Lake and Geauga Counties.
2. Expanded professional learning in the areas of Secondary Education and Transition.

## Goal 2:

Quality Services and Programming: Create and continue to provide and expand professional learning for staff, teachers, administrators, and parent-school communities

Priority 1: Continue to expand and enhance professional learning opportunities for our staff, as well as district staff.

1. ESCWR curriculum team were selected as lead facilitators in numerous state initiatives.
2. ESCWR was awarded millions of dollars in Federal COVID Relief Grants to support extended learning, preventive services, and community engagement.
3. Hosted numerous trainings for support staff, including paraprofessional training and Crisis Prevention Intervention.

## Goal 2:

Quality Services and Programming: Create and continue to provide and expand professional learning for staff, teachers, administrators, and parent-school communities

Priority 2: Reimagine delivery models of professional learning opportunities.

1. ESCWR Curriculum team were selected to present at various statewide conferences, including: National Council Teachers of English, OESCA, Federal Programs, and English Learners.
2. ESCWR implemented the shared literacy coach model with schools throughout Lake and Geauga Counties.
3. ESCWR curriculum consultants were identified as state leaders in High Quality Instructional Materials to identify, select, and implement resources.



### Goal 3:

## Communication and Marketing: Develop and implement effective, efficient communication and marketing practices

### Priority 1: Improve marketing techniques and pathways

1. ESCWR transitioned to new branding materials, including: new letterhead, presentation templates, etc.
2. ESCWR provided training surrounding the importance of branding to the leadership team, as well as engaging in dialogue for ongoing professionalism.
3. ESCWR received support to enhance practices and protocols surrounding branding.

### Goal 3:

## Communication and Marketing: Develop and implement effective, efficient communication and marketing practices

### Priority 2: Continue to build and expand communications and marketing to reach all stakeholders in Northeast Ohio

1. ESCWR expanded contacts and networking through updated distribution lists.
2. ESCWR invested in marketing materials for all aspects of the organizations, including: fiscal, curriculum, community partnerships, and statewide initiatives.



## Goal 4:

Assurances and Cost Effectiveness: Provide districts and partners with quality programs and services by supporting student/district needs in a cost effective manner

Priority 1: Continue to expand districts served through programs and services

1. Enhanced business partnership agreements for business development that will allow for cost reduction of consortia purchasing
2. Expand services with non-public schools by way of fiscal and curriculum supports.

## Goal 4:

Assurances and Cost Effectiveness: Provide districts and partners with quality programs and services by supporting student/district needs in a cost effective manner

Priority 2: Continue to expand resources to grow business development opportunities

1. Established new and expanded current onboarding processes for ESCWR new hires, district leadership, and school board personnel.
2. ECWR expanded supports to include untapped markets, such as paraprofessionals, behavioral supports, and related services.

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## Goal 1:

Quality Services and Programming: Develop and implement high-quality instructional services and programs for students, staff, and the community.

Priority 1: Create and facilitate services and programs utilizing inclusive designs to maximize student learning and growth.

1. Expand services and programming to support high priority subgroups, such as students experiencing homelessness, English Learners, and gifted and talented.
2. Implement student-focused programming in areas, such as personalized learning, integrated students support initiatives, and instruction.
3. Design workforce development support for alternative pathways to graduation.



## Goal 2:

Operational Excellence: Expand and enhance operational systems, quality communication, and marketing practices both within the organization and throughout the state of Ohio.

Priority 1: Expand and create systems and structures for cross communication and leadership development within departments.

1. Create and adhere to expectations for communications, attendance, meeting norms, and organizational protocols.
2. Establish structures for internal professional development, collaborative work time, and leadership team development.
3. Develop and implement a comprehensive communication plan to ensure cross-department collaboration.



## Goal 2:

Operational Excellence: Expand and enhance operational systems, quality communication, and marketing practices both within the organization and throughout the state of Ohio.

Priority 2: Improve communication practices by increasing consistency of structures.

1. Invest dedicated time for improvement of program materials, messages, systems, and calendars, which will include yearly events and scheduled deadlines.
2. Provide staff education and instruction on properly promoting, developing, and protecting the organization's brand.
3. Restructure roles, responsibilities, and norms for the organization's communication practices between departments and programs.
4. Focus on improving content, systems, and distribution of marketing materials, including websites, social media, and newsletters.
5. Expand distribution of the organization's communications materials into targeted audiences, including non-public schools and Business Advisory Councils.

### Goal 3:

Fiscal Sustainability: Provide all schools, communities, and partners with cost-effective programs and services, as well as leverage fiscal resources and continuously monitor financial growth.

Priority 1: Optimize the organization's human capital to grow business development opportunities.

1. Continue to grow the ending cash balance to meet industry benchmarks.
2. Explore the use of external consultants to grow the organization's footprint in new and current areas of business.
3. Explore the ability to contract the organization's consultants as vendors for larger corporations and other organizations.
4. Expand services by vetting and connecting outside, needs-based entities with referrals for a service fee.

### Goal 3:

Fiscal Sustainability: Provide all schools, communities, and partners with cost-effective programs and services, as well as leverage fiscal resources and continuously monitor financial growth.

Priority 2: Build and enhance professional relationships with schools.

1. Create an annual report for client districts that demonstrate cost savings and services provided.
2. Expand schools served through programs and services.
3. Expand staffing and services through non-public schools.
4. Continue to assess the sustainability of programs and services to ensure quality and financial viability.