



Strategic Plan 2024-2026

Mission

ESC of the Western Reserve 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.

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.

Priority 2: Empower all stakeholders through innovative and diverse adult professional learning and support.

1. Redesign professional learning systems for all stakeholders.
2. Connect teachers, staff, and communities with resources from community-based organizations.
3. Offer and expand parent/guardian and community supports including: networking, training, advocacy, and resources.
4. Continue to expand statewide presence in conferences, grant work, and Department of Education and Workforce initiatives.

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, meetings, 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.

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, such as non-public schools, Business Advisory Councils, district leaders, etc.

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.

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.