



# Glass City Academy's Five-Year Strategic Plan



**SY 2024 - SY 2028**

# Table of Contents

<b>Letter From the Superintendent .....</b>	<b>1</b>
<b>Strategic Planning Team Members .....</b>	<b>2-3</b>
<b>Strategic Plan Summary.....</b>	<b>5-6</b>
<b>About Glass City Academy.....</b>	<b>7</b>
<b>Values, Mission, Vision .....</b>	<b>8</b>
<b>SWOT analysis.....</b>	<b>9</b>
<b>Goals .....</b>	<b>10</b>
<b>Talent Acquisition and Retention .....</b>	<b>11</b>
<b>Student Learning, Growth and Development.....</b>	<b>12</b>
<b>Communication and Community Partners .....</b>	<b>13</b>
<b>Student Retention.....</b>	<b>14</b>



Dear Glass City Academy Community Members,

Thank you for taking time out of your day to read our Five-Year Strategic Plan. I am very happy to be serving as your Superintendent, as together we strive to make Glass City Academy the best Drop-Out Prevention and Recovery School System in the state of Ohio. Our Board Members and Staff have worked over the last two years to put this five-year plan together in the hopes of doing just that; being the best we can possibly be in order to provide the best education possible to GCA's students. I am proud of the effort that all those involved put in to make this Five-Year Strategic Plan, that you are now holding in your hands, a viable and powerful working document to future greatness. It will be a fruitful five-year journey; one in which I am very happy to be taking with you.

Stewart B. Jesse  
Superintendent



# Strategic Planning Team Members

## Governing Board Members:

Darlene M. Burke, President  
Jerry Masters, Vice President  
Lynne Jacobson, Secretary  
Fred Porter  
Joe Guziolek

## Administration:

Stewart B. Jesse, Superintendent  
Julie Walton, Assistant to the Treasurer  
Tori Perez, EMIS Coordinator  
Brandon Perez, Facilities Manager  
Delina Masters, Human Resources/Compliance Assistant  
Andrea Szymanek, District Receptionist  
Rachel Kurek, Director, GCAD  
Lisa Ellis, Director, GCAE  
Kerry Sebring, Dean of Students, GCAD  
Brian Shepherd, Dean of Students, GCAE

## **Support Staff:**

Jesse Baum, Career Advisor  
Delaney Carnes, School Counselor  
Kimberly Krupitzer, School Counselor  
Semma Lawson, Academic Advisor  
Jordanne Marks, Head Secretary  
Jaelynn Cook, Student Services Clerk

## **Teachers:**

Georgia Bretz, Family & Consumer Science Teacher  
Adam Chow, Health Teacher  
Megan Fitzpatrick, Intervention Specialist  
Kenneth Stone, Intervention Specialist  
Allison Fultz, Language Arts Teacher  
Gabriella Nusbaum, Life Science Teacher  
Jennifer Globig, Mathematics Teacher  
Giovanni Silvestri, Mathematics Teacher  
Hannah Stang, Mathematics Teacher  
Jodi Hites, Social Studies Teacher  
Devon Hundley, Social Studies Teacher  
Hunter Worstell, Social Studies Teacher  
Taylor Cornell, Visual Arts Teacher



**Glass City Academy...Clearly a Better Way  
Earn a Diploma...Build a Future**





# Strategic Plan Summary

## Phase I:

**Phase I** occurred on July 21, 2021. This meeting consisted of the governing board members establishing rules and definitions for each of the following: Values, Mission, Vision, SWOT Analysis and Strategic Goals.

**Values:** Principles and core beliefs that guide the organization.

**Mission:** A statement describing what the organization does.

**Vision:** The commitment to create a reality that currently does not exist.

**SWOT Analysis:** **Strengths** - to be maximized, **Weaknesses** - to overcome, **Opportunities** - to take advantage of, and **Threats** - to be met.

**Strategic Goals:** Outcome(s) to define what an organization wants to accomplish.

Following the rules and definitions, the personal values and organizational values were listed. After Values were discussed the Mission, Vision, SWOT Analysis, and Strategic Goals were developed.



## Phase II:

**Phase II** occurred on December 17, 2021. This meeting consisted of board members and key staff members reviewing the following: phase I, personal/organization values, and the mission and vision statement. Board members and key staff then developed strategic priorities and goals. The goals developed were the following:



- Retain staff members for at least five years
- Improve student test passage rate while providing positive student support
- Extend programs and services
- Increase student retention by 3%

The board members and key staff members in this meeting then formed strategies for each strategic goal.

## Phase III:

**Phase III** was broken down into four meetings occurring on the following dates:

- August 31, 2022
- September 7, 2022
- September 14, 2022
- September 21, 2022

Each meeting had a different set of committee members which included five administrators. The administrators reviewed each goal and narrowed down the achievable strategies leaving two or three.



## Phase IV:



Along with **Phase III**, **Phase IV** was also broken into four meetings which occurred on the following dates:

- January 18, 2023
- February 8, 2023
- February 15, 2023
- February 22, 2023

These meetings involved administrators, teachers, and support staff. Seven staff members were assigned to a committee who then met to review each goal and achievable strategies. After the committee reviewed the achievable strategies, actions steps were developed for each strategy.



# About Glass City Academy

## Current Enrollment Summary (April 2023):

Total Students: 390  
202 Males / 188 Females  
Black: 198 (50.8%)  
Multi-Ethnic: 96 (24.6%)  
White: 51 (13.1%)  
Hispanic: 41 (10.5%)  
Unclassified: 4 (1.0%)

### Personal Values

- Faith
- Family
- Friendship
- Kindness/Goodness
- Honesty
- Loyalty



### School Values

- Excellence
- Collaboration
- Engagement
- Self-Reliance
- Safety
- Honesty
- Respect





## Mission Statement

The mission of Glass City Academy is to provide an opportunity for at-risk students to graduate high school, learn marketable skills, and explore post high school options.

## Vision Statement

The vision of Glass City Academy is to be the leader in drop-out recovery education.



# SWOT

## (Strengths, Weaknesses, Opportunities, Threats) Analysis:

### Strengths

- Graduation Rate Turnover
- Facilities Diversity
- Dedicated Staff Retention
- Positive Word-of-Mouth
- Flexibility
- Dedicated Board Members

### Weaknesses

- Filling Staff Vacancies
- Students' Prior Knowledge
- Federal Funding
- Hiring Competition
- Transportation

### Opportunities

- Past Students' Word-of-Mouth
- Federal Funding
- Improve Test Scores
- Second Campus
- Money Reserve

### Threats

- Lack of Parental Involvement
- Transportation
- Declining Population
- State Funding & Legislation
- Testing & State Report Card





## Goals

In order to strategically address each weakness and threat stated previously in our SWOT analysis along with our strategic priorities listed below, the strategic planning team designed a goal for each. These goals represent what Glass City Academy will achieve by June 2028. In support of each goal, this strategic plan identifies actions steps that the team will implement to make our goals a reality.

## Strategic Priorities and Goals

### **Talent Acquisition and Retention**

Goal: Retain staff members for at least five years

### **Student Learning, Growth and Development**

Goal: Improve student test passage rate while providing positive student support

### **Communication and Community Partnerships**

Goal: Extend programs and services

### **Student Retention**

Goal: Increase student retention by 3%



# Goal 1

## Talent Acquisition and Retention

**Glass City Academy will retain staff members for at least five years.**

**Strategy 1:** Throughout the duration of the five-year strategic plan, GCA will continue to update and modify staff contracts to both match the financial realities in the job market, and provide incentives for staff members to further their growth in the education profession.

### Action Steps:

1. GCA will look into both the legal and fiscal viability in multi-year contracts.
2. When the base salary for a job increases all of those who hold the same job/contract will see the same increase in pay.
3. GCA will keep in mind the cost of living, State Teachers Retirement System/School Employees Retirement System (STRS/SERS), and inflation when determining staff salary for future contracts.
4. Resident Educator Teachers who finish their Resident Educator Summative Assessment (RESA) early will receive the money GCA would have allotted to Resident Educator Mentors.

**Strategy 2:** Throughout the duration of the five-year strategic plan, GCA will provide an increase in resources to all staff members.

### Action Steps:

1. GCA will provide a line-item budget per subject area.
2. GCA will provide staff with more merchants to choose from when buying needed resources.
3. GCA will look into the feasibility of procuring a credit card.

**Strategy 3:** Throughout the duration of the five-year strategic plan, GCA will provide staff with a four-day work week.

### Action Steps:

1. GCA will develop a school calendar that reflects a four-day work week.
2. GCA will provide a bell schedule to reflect both a longer work day and a four-day work week.
3. GCA will communicate these changes to our sponsors.

# Goal 2

## Student Learning, Growth and Development

**Glass City Academy will improve student test passage rates while providing positive student support.**

**Strategy 1:** Throughout the duration of the five-year strategic plan, GCA will provide students with cross-curriculum lessons.

### Action Steps:

1. GCA will regularly hold subject specific meetings to discuss cross-curriculum and how it will be implemented in the classroom.
2. GCA will provide teachers with cross-curriculum field trips once a school year.
3. Teachers will work together to develop lesson plans and resources needed for cross-curriculum lessons.
4. GCA will monitor the effectiveness of the newly developed cross-curriculum lessons.

**Strategy 2:** Throughout the duration of the five-year strategic plan, GCA will provide students with incentives and set available times for tutoring.

### Action Steps:

1. GCA will provide students who attend regularly during testing with incentive to increase attendance. GCA will provide staff with more merchants to choose from when buying needed resources.
2. GCA will hold specific study session times. These sessions will be held every second Friday between September - April.
3. GCA will provide students with a “snack bag” when they arrive to school on time.
4. GCA will create a digital ticket system for students to accumulate, then use to trade in for snacks/prizes.



# Goal 3

## Communication and Community Partnerships

**Glass City Academy will extend programs and services for students.**

**Strategy 1:** Throughout the duration of the five-year strategic plan, GCA will give students the opportunity to join extracurricular activities.

**Action Steps:**

1. GCA will provide students with opportunities to do group community services.
2. GCA will create clubs such as drama, fitness, and gaming for students to join.

**Strategy 2:** Throughout the duration of the five-year strategic plan, GCA will provide students with different pathways to develop technology literacy.

**Action Steps:**

1. GCA will provide students with the opportunity to get the technology seal.
2. GCA will use Rise Up as a resource for students to develop technology literacy.
3. GCA will look into the feasibility of providing Office Programs as a course for students.

**Strategy 3:** Throughout the duration of the five-year strategic plan, GCA will provide students with access to various and multiple community resources.

**Action Steps:**

1. GCA will foster good relationships with all community partners and agencies.
2. GCA will continue to provide students with The Student Services Wing along with connecting them with community service partners.
3. GCA will connect students with community agencies to complete needed community services.
4. GCA will bring community partners into the building to provide student services.

# Goal 4

## Student Retention

**Glass City Academy will increase student retention by 3%**

**Strategy 1:** Throughout the duration of the five-year strategic plan, GCA will create more transportation options for students.

### Action Steps:

1. GCA will look into the viability of a school vehicle.
2. GCA will obtain partnerships with ridesharing organizations to provide transportation options for students.
3. GCA will continue to provide students with TARTA bus passes upon good attendance.

**Strategy 2:** Throughout the duration of the five-year strategic plan, GCA will provide students with more electives to choose from.

### Action Steps:

1. GCA will update the course catalog to provide students with more electives.
2. GCA will give students the opportunity to have input when their schedules are being made.

**Strategy 3:** Throughout the duration of the five-year strategic plan, GCA will provide students with a four-day school week.

### Action Steps:

1. GCA will develop a school calendar that reflects a four-day work week which will be provided to students.
2. GCA will provide a bell schedule to reflect both a longer school day and a four-day school week.
3. GCA will provide student tutoring every second Friday of each month, during the school year.

