



# JEOC REVIEW

May 23, 2018

## Reports on Youngstown City Schools from the Ohio Department of Education

The Ohio Department of Education has issued five reports on the Youngstown City School District since the identification of the district as the work of the Academic Distress Commission in 2010. The five reports are available for public viewing at the ODE Website <http://education.ohio.gov/Topics/District-and-School-Continuous-Improvement/Academic-Distress-Commission/Youngstown-City-Schools-Academic-Recovery-Plan>. The five reports are administratively summarized as shown in Table 1.

**Table 1. Summary of Administrative in the creation of District Review Reports for Youngstown City Schools<sup>1</sup>**

	2014 Report	2014 Midyear Report	2015 Report	2016 Report	2017 Report
<b>Dates of review</b>	5-9 May 2014	19-21 Nov 2014	4-8 May 2015	25-29 Jan 2016	3-7 April 2017
<b>Number persons on review team</b>	8	8	6	7	7
<b>Number from a prior review team</b>	Baseline	7	2	2	2
<b>Summary report card performance data in report</b>					
<b>Year for data</b>	2012-13	2013-14	2013-14	2014-15	2015-16
<b>K-3 literacy improvement</b>	-	-	-	C	C
<b>Performance index</b>	76.9 (C) <sup>2</sup>	D	D	D	F
<b>Indicators met</b>	F	F	F	F	F
<b>AMOs</b>	F	F	F	F	F
<b>4 grad rate</b>	F	F	F	F	F
<b>Value-added</b>	F	-	-	F	D
<b>Counts of topics in the report, as characterized in report</b>					
<b>Strengths</b>	12	-	-	11	13
<b>Areas for growth</b>	19	-	-	15	18
<b>Recommendations</b>	30	-	-	15	18
<b>Topics</b>	61	69	43	41	49

- Note:
1. Production of a consistent table was hampered a little due to shifts in reporting practices for district performance measures and due to shifts in the styles of the reports. Adjustments were made where possible with the intent to provide comparable interpretations.
  2. The performance index score of 76.9 in the 2014 report would be "C" using the 2017 scale
  3. The "-" character was used when the value was not included in the report or could not be inferred from the report.

Summary findings in the 2017 report. The appendix shows topic statements that were copied directly from the 2017 report.

## **Appendix – List of topic statements in the 2017 report**

### **STRENGTHS**

1. The district has clearly defined its strategic plan and shared it with internal and external stakeholders. According to interviews and documents reviewed, the chief executive officer garnered input from stakeholders in the development of the Youngstown City School District 2016-2019 Strategic Plan.
2. The district evaluates school practices for effectiveness and efficiencies to help building administrators focus their work and the work of their staff on district goals.
3. The district tracks and evaluates building administrator effectiveness in monitoring classroom instructional practices to determine areas of success and deficiency.
4. The district has developed a clear process to identify and provide services to students performing below grade level at each school.
5. The district and building administrators monitor instruction weekly and provide feedback to teachers on identified strategies designed to meet improvement goals.
6. The district has an effective information system that provides accurate, up-to-date records of student performance and is accessible to administrators and teachers.
7. The district has established structures to create opportunities for collaboration on improving student performance.
8. The district provides building administrators and staff opportunities participate in staff selection.
9. The district has implemented practices to attract a diverse pool of teacher applicants.
10. The district provides teachers with leadership opportunities.
11. The district engages with families, internal and external partners and providers to support students' academic progress and social and emotional well-being
12. The district uses a structured problem-solving framework to identify and plan for academic, behavioral and health interventions and supports.
13. The district's five-year forecast shows a positive general fund ending cash balance through June 30, 2021.

### **CHALLENGES AND AREAS FOR GROWTH**

14. Building leadership teams did not develop, implement or monitor school improvement plans in the 2016-2017 school year.
15. The district lacks a system for strategic allocation of resources to its lowest performing schools.
16. The evaluation process for district administrators is not consistently linked to the district's strategic plan goals and metrics of progress.
17. The district lacks a current comprehensive curriculum development, review and revision process.
18. The district does not consistently align teacher-created assessments to the higher order thinking required by Ohio's Learning Standards.

19. The district does not use assessment data to address instructional needs or to modify educational programs.
20. The district lacks a comprehensive written technology plan that includes a system of support for the implementation and evaluation of technology.
21. The district does not have a balanced system of formative, benchmark and common assessments.
22. The district does not use the Ohio Improvement Process with fidelity.
23. There is a disconnection between the effectiveness of teaching staff and the student achievement rating on the district's report card.
24. There is no evidence that the district follows the evaluation procedures defined in district policy or negotiated agreements.
25. There is no evidence of formalized processes and policies to guide human resource operations.
26. The district does not ensure that all students have equitable access to curriculum, programs and services.
27. The district is out of compliance with eight special education indicators that are aligned to state and federal regulations.
28. The district has not fully implemented positive behavioral intervention and supports (PBIS) to address the socio-emotional and behavioral needs of students.
29. The district does not employ a comprehensive budget development process that is transparent and understandable for all stakeholders.
30. The district does not accurately track spending and other financial transactions.
31. The district does not have a comprehensive capital plan.

#### **YOUNGSTOWN CITY SCHOOL DISTRICT REVIEW RECOMMENDATIONS**

32. Establish a system of oversight and supports to assure the school improvement planning processes and improvement plans are operational and, together with the district plan, form a framework for raising student achievement.
33. Determine a district-wide process for allocating resources that ensures the lowest performing schools receive additional targeted supports.
34. Develop and utilize a systematic evaluation process for all administrators that includes key performance indicators aligned to the district strategic plan and metrics of progress.
35. Create a process to develop, review, revise and align all curriculum to Ohio's Learning Standards in grades preK-12.
36. Provide professional development to support teachers in creating and/or utilizing assessments that enable students to demonstrate learning on higher-order thinking skills.
37. Utilize student performance data to determine the validity of use of specific vendors, programs, materials and assessments.

38. Develop a comprehensive technology plan, which includes budgeting, purchasing, implementation, teacher and student instructional outcomes, professional development and evaluation. Inherent in achieving this recommendation is the full commitment of all stakeholders in the implementation and utilization of the technology plan.
39. Develop a balanced assessment plan that includes formative, common and benchmark assessments in grades preK-12. Utilize the Illuminate Education™ already in place to determine common assessments by subject or grade level for monitoring ongoing progress. Identify benchmark assessments to be given three times per year. Provide professional development to all teachers in the full range of uses of Illuminate Education™.
40. Develop a professional development plan for training all teachers in the effective use of the teacher-based team model for advancing student growth. Assist building administrators and teachers in creating teams that are manageable and have the ability to analyze shared data. Educate teachers on instructional strategies that align to standards and skills.
41. Develop and implement professional development and coaching around the Ohio Teacher Evaluation System in an effort to ensure fidelity in the teacher evaluation process.
42. Establish a systematic approach for appropriate processes regarding storing evaluation documents in personnel files to ensure the evaluation process is followed and is transparent.
43. Design and implement a system of operation and procedures for the Human Resources department.
44. Provide equitable access to curriculum, programs and services to enable students to receive high quality instruction and given educational opportunities that are available in the district.
45. Ensure that the Operating Standards for Educating Students with Disabilities are implemented appropriately in the district to meet the requirements of state and federal guidelines.
46. Train all staff in understanding and implementing the positive behavioral intervention and supports (PBIS) framework.
47. Establish a budget process that includes input from staff and involved stakeholders; provides budget details by building and department; and includes a budget narrative that is both easy to understand and demonstrates how the budget relates to district goals and initiatives. Evaluate current programs for cost effectiveness in student learning and use student data to establish budget amounts.
48. Create systems for effective financial tracking, control procedures and annual financial audits. Evaluate, revise and/or implement internal control procedures to ensure that district administration can effectively prevent, detect and correct financial and recording errors.
49. Prepare a long-term comprehensive capital plan that includes all buildings, components, structures and capital equipment and annual costs for maintenance and/or replacement of buildings, components and equipment, including technology.