



The North Central Ohio Educational Service Center Strategic Plan for Community School Sponsorship  
Three-Year Strategic Plan for Community School Sponsorship  
2022 – 2025

This strategic plan was developed collaboratively by the Community School Staff of The North Central Ohio Educational Service Center and serves as a guide to our work as a community school authorizer/sponsor in Ohio. As an authorizer, the NCOESC is committed to continuous improvement for high quality sponsoring in the state of Ohio. Thanks to the following individuals for their participation and efforts in the development of the strategic planning for North Central Ohio Educational Service Center’s Community School Sponsorship.

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The North Central Ohio Educational Service Center’s vision, mission and core values are:

Vision: *“The vision of the NCOESC is to be a recognized leader committed to meeting the needs of our educational partners”*

Mission: *“To meet the needs of our educational partners through excellent service”*

Core Values:

- **Educational leadership** exhibited through honesty, trust and integrity
- **Cost-effective delivery** through quality customer service and meeting the needs of children
- **Professional growth and development** through flexibility and innovative practices by thinking out of the box

The community school sponsorship mission and goals are listed below:

Mission: *To build strong partnerships with developers and educational leaders of community schools by providing sponsorship service and technical support that meets and exceeds excellence in support of school choice options*

Goals:

- 1) *To form partnerships and provide assistance to community schools through commitment to quality school choice and establishing high-quality school programs in Ohio*
- 2) *To provide support in helping our community schools meet the needs of students they serve*

**3) To serve as critical partners to help community schools maintain compliance with state and federal laws**

In the development of this strategic plan, the team used three data tools listed below to identify authorizing strengths and areas for ongoing improvement.

- The National Association of Charter School Authorizers “Authorizers Self Evaluation Instruments”
- The Ohio Department of Education Office of Quality School Choice’s “Sponsor Quality Practices Rubric”
- Sponsored schools surveys
- The tools listed on the previous page provided the team a way to reflect on current authorizing practices and identify goals for continuous improvement. Following is a SWOT analysis of identified strengths, weaknesses, opportunities, and threats which currently apply to NCOESC as well as in the foreseeable future.

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>• <b>Compliance Tools &amp; Process (Epicenter)</b></li> <li>• <b>Collaborative Opportunities with other authorizers around the state and nation</b></li> <li>• <b>Communication updates (i.e. legal, state mandates (testing, curriculum changes, other)</b></li> <li>• <b>Technical Assistance Response Time</b></li> <li>• <b>Strong Application Process</b></li> <li>• <b>Strategic Planning Process</b></li> <li>• <b>Performance Contracting (Accountability Framework, Revised Renewal App)</b></li> <li>• <b>Oversight &amp; Evaluation (Development of Sponsorship Policies, Onsite/Feedback , Annual Reviews)</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Organizational Structure –</b> <ul style="list-style-type: none"> <li>➤ <b>Building stronger relationships with NCOESC Board</b></li> <li>➤ <b>Insufficient Staff/School Ratio</b></li> <li>➤ <b>Annual Staff Performance Reviews</b></li> <li>➤ <b>Effective use of Intra-Agency Resources, Support &amp; Assistance</b></li> <li>➤ <b>Identify Short/Long Term Financial Needs</b></li> </ul> </li> <li>• <b>Oversight &amp; Evaluation –</b> <ul style="list-style-type: none"> <li>➤ <b>Full Implementation of Annual Reviews</b></li> </ul> </li> </ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>• <b>Conduct a more formal survey for community Schools to provide feedback regarding sponsorship support &amp; development of deeper relationships with sponsored schools</b></li> <li>• <b>Engagement in continuous improvement process in achieving vision/goals &amp; greater alignment and adherence to use of best practices in high-quality authorizing</b></li> <li>• <b>Participation in the Ohio Department of Education Sponsor Evaluation will help to further identify areas of strengths &amp; weaknesses</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Authorization hurdles-Inconsistencies with Sponsor Evaluation Process &amp; Exemptions</b></li> <li>• <b>Legislative Changes</b></li> <li>• <b>Barriers to building positive relationships with sponsored schools-maintaining autonomy &amp; yet serving as critical partners in maintaining fair &amp; equitable accountability</b></li> <li>• <b>School closure law</b></li> <li>• <b>Oversight &amp; Evaluation –</b> <ul style="list-style-type: none"> <li>➤ <b>Full Implementation of Annual Reviews-Lack of data due to COVID 19 Pandemic</b></li> </ul> </li> </ul>

### Strengths & Opportunities

After analyzing information from all data tools used, the four areas identified as strengths for North Central Ohio Educational Service Center's sponsoring responsibilities were; "*Commitment & Capacity*", "*Application Process & Rigorous Decision-Making*", "*Technical Assistance*" & "*Oversight & Evaluation*". Our findings were well aligned with the goals, strategies, and action steps in our "2022-2023 *Quality Improvement Plan*" (*QIP*). Therefore, we made the decision to adopt the current QIP as our improvement plan with ongoing intentional progress-monitoring throughout the term of this strategic plan to determine what, if any adjustments need to be made. Our team feels it is important to note that within each of these three areas listed above as strengths; North Central Ohio Educational Service Center (NCOESC) has included goals for improvement. NCOESC views Ohio's implementation of the "Sponsor Quality Review" as an opportunity for us to improve our sponsorship roles and responsibilities. We will continue to use feedback from our sponsored schools, the annual sponsor review, and our annual self-assessment tool to help us identify our strengths and weaknesses annually. This will guide us in our quest for continuous improvement. It is our vision to be recognized as an exemplary community school sponsor in the state of Ohio in our next sponsor evaluation cycle.

### Weaknesses & Threats/Barriers

Identified weaknesses fell in to two main areas of quality sponsoring; "*Organizational Structure*" and, "*Oversight & Evaluation*". All of the areas identified on our SWOT Analysis are goals identified on NCOESC's "2022-2023 *Quality Improvement Plan*" (*QIP*). Even though our staff ratio is not proportionate to the number of schools we sponsor, our team is dedicated in reaching our goals. Identified barriers have remained constant over the past two year. As noted on our SWOT Analysis, continuous changes in legislation and sponsorship reviews will impact outcomes for all sponsors and community schools despite all efforts to provide high quality alternative educational experiences for students. Changes in state testing & assessments, Ohio Teacher Evaluation System, Resident Educator, etc. also continue to impact all schools across the state of Ohio.

Based on the analysis of assessment tools used and the SWOT analysis along with our mission and goals, North Central Ohio Educational Service Center's Community School Sponsorship Team have identified three (3) priority areas to focus on for continuous improvement over the next three (3) years. These priorities are listed below:

## 1) Academic Performance of Community Schools.

SMART Goal	Strategy	Action	Evidence
By September 2023, the NCOESC will earn at least a “2”stars on the academic component of the Sponsor Evaluation.	Annually review and analyze school performance on the SRC and support school improvement initiatives working with SST consultants	<ul style="list-style-type: none"> <li>*Analyze each school’s data (SRC) and determine needs of schools based on results &amp; prioritize support.</li> <li>*Participate in SI meetings with school leaders and SST consultants</li> <li>*Support TA to schools identified as priority or focus on Ohio’s Differentiated Model of Accountability</li> </ul>	<ul style="list-style-type: none"> <li>*Sponsor Evaluation of school’s academic performance</li> <li>*Attendance at all SI/School/SST/Sponsor Meetings- Sign in sheets, team meeting notes</li> <li>*Documentation of TA provided to schools throughout the year</li> </ul>

## 1) Improving Adherence to Quality Sponsoring Practices

SMART Goal	Strategy	Action	Evidence
By October 2023, NCOESC will earn an “Exemplary” rating on the Sponsor Quality Practices component of the ODE Sponsor Evaluation by increasing one (1) point on the Quality Practices Score	NCOESC will develop a system for self-evaluating its quality practices annually to align with the ODE Sponsor Evaluation Quality Practices Rubric	<p>By September of each calendar year, update NCOESC’s quality practices with the ODE Sponsor Evaluation Quality Practices Rubric identifying goals, action and timeframes, to earn 4 points on the Sponsor Evaluation Quality Practices Component</p> <ul style="list-style-type: none"> <li>*Attendance at school board meetings</li> <li>*Sponsor will conduct required site visits annually and others as needed</li> <li>*Sponsor provides annual report with school’s performance to school board, school leaders and parents/caregivers of students/community</li> </ul>	<ul style="list-style-type: none"> <li>*Sponsor Evaluation Quality Practices Rating</li> <li>*Sponsor Improvement Plan</li> <li>*NACSA Self-Evaluation Survey</li> <li>*School Technical Assistance Survey/emails/documented phone calls</li> <li>*School Board minutes and indicating sponsor representation at meeting</li> <li>*Tracking of sponsor school board attendance and board tracking spreadsheet</li> <li>* Site visit reports- emailed to school leaders and school board members</li> <li>* Sponsor Annual Report</li> </ul>

## 2) Improving Compliance with All Applicable Laws and Rules

SMART Goal	Strategy	Action	Evidence
By October 2023, NCOESC will earn an “Exemplary” rating on the Sponsor Compliance component of the ODE Sponsor Evaluation by increasing one (1) point on Compliance	Oversee/monitor compliance and Maintain high standards & expectations for schools and as a sponsor on compliance with all sponsor laws and rules Legal	<ul style="list-style-type: none"> <li>*Sponsor provides timely technical assistance to school for Epicenter or other requests</li> <li>*Sponsor will consult with appropriate legal counsel and other consultants with expertise in areas of need</li> <li>* Sponsor will review on a monthly basis all school’s financial &amp; enrollment records</li> <li>*In a timely manner, sponsor provide school leaders/board members with legislative updates &amp; policy changes</li> </ul>	<ul style="list-style-type: none"> <li>*Sponsor Evaluation Results- Misses of compliance docs</li> <li>*Timely communications with schools regarding Epicenter uploads and misses/sponsor feedback-emails, epicenter rejection notices, phone calls</li> <li>*Documentation of communication with legal</li> <li>* Emails/communications to schools with legislative updates/policy changes</li> <li>*Timely upload all documents outlined in the compliance spreadsheet identified in the sponsor evaluation spreadsheets for schools and sponsors</li> </ul>

### Summary

North Central Ohio Educational Service Center is committed to becoming a high-quality sponsor of community schools in the state of Ohio. We embrace a mindset of continuous improvement and strive to adhere to use of “best practices” in authorizing as identified by *National Association of Charter School Authorizers* (NACSA) and The Ohio Department of Education/Office of Quality School Choice. We take an intentional approach in implementing annual goals set. These goals, strategies, and action steps are identified in our Quality Improvement Plan. With that said, our goal is to review our strengths and weakness on an annual basis to gather formative data, that organically reflect on our practices to inform us and our governing board of our performance of an authorizer in reaching our goals. The data collected annually will inform our revisions for our strategic plan in June of 2025.

Thank you to the North Central Ohio Educational Service Center Team for your hard work and input to this project.

Updated June 2022-Next Update December 2025  
 Updated December 2019- Next Update June 2022  
 Original Strategic Plan 2016-2019