



The North Central Ohio Educational Service Center Strategic Plan for Community School Sponsorship

Three-Year Strategic Plan for Community School Sponsorship 2024-2027

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 plan for North Central Ohio Educational Service Center's Community School Sponsorship.

Dawn Waddell, Director of Community Schools
Krista Gerhart, Community School Consultant
Jim Smith, Community School Consultant
Pam Rowland, Compliance Monitor
Cindy Moore, Compliance Monitor

The North Central Ohio Educational Service Center's vision, mission and commitments are:

OUR VISION- WHAT WE WANT TO BE

*"A recognized leader committed to meeting the **evolving** needs of our educational partners."*

OUR MISSION- WHAT WE DO

"Provides innovative and exemplary services that promote deeper learning, foster meaningful relationships, and empower all stakeholders."

OUR COMMITMENTS

- Innovative Practices
- Meaningful Relationships
- Deeper Thinking
- Empowered Stakeholders
- Exemplary Service

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 to identify authorizing strengths and areas for ongoing improvement. These tools include the following:

- The National Association of Charter School Authorizers “Authorizers Self Evaluation Instruments”
- The Ohio Department of Education and Workforce Office of Quality School Choice’s “Sponsor Quality Practices Rubric”
- Sponsored schools Needs Assessment feedback/survey.

The tools listed above provide the team a way to reflect on current authorizing practices and identify goals for continuous improvement. Following is a SOAR analysis of identified strengths, opportunities, aspirations, and results which currently apply to NCOESC as well as in the foreseeable future.

<i>Strengths</i>	<i>Aspirations</i>
<ul style="list-style-type: none"> • <i>Oversight & Evaluation Process & Performance Monitoring aligned with DEW Quality Practices Rubric D.01 – D.07</i> • <i>Collaborative Learning Opportunities with other authorizers around the state and nation, aligned with DEW Quality Practices Rubric A.06</i> • <i>Consistent Communication Updates to schools regarding relevant legal & policy changes (i.e. legal, state mandates, testing, curriculum changes, etc.) aligned with DEW Quality Practices Rubric F.02</i> • <i>Technical Assistance Process to determine needs of schools (needs assessment, state differentiated support system) aligned with DEW Quality Practices Rubric F.01</i> • <i>Strong Application Process aligned with DEW Quality Practices Rubric B.01-B.06</i> • <i>Strategic Planning Process aligned with DEW Quality Practices Rubric A.01</i> • <i>Use of Performance Contracting Measures (Contract & Accountability Framework, Revised Renewal Application, High-Stakes Reviews) aligned with Ohio’s laws & accountability system for community schools as stated in DEW’s Quality Practices Rubric C.01-C.03</i> 	<ul style="list-style-type: none"> • <i>Form stronger relationships with NCOESC Board & all stakeholders (Organizational Structure)</i> • <i>Increase Staff/School Ratio</i> • <i>Identify Short/Long Term Financial Needs</i> • <i>Continue focus on full alignment of Annual Reviews & Performance Framework to ensure consistency with changes in law and Ohio’s accountability system (Oversight & Evaluation)</i> • <i>Participate in the Ohio Department of Education & Workforce Sponsor evaluation will help to further identify areas of strengths & weaknesses</i>
<i>Opportunities</i>	<i>Results</i>
<ul style="list-style-type: none"> • <i>Conduct a more formal survey for community schools to provide feedback regarding sponsorship support & persist in developing meaningful & purposeful relationships with sponsored schools governing boards & leaders</i> • <i>Maintain clear and consistent communication to ensure transparency, keeping all stakeholders fully informed on all matters</i> • <i>Continuously improve to achieve goals by diligently adhering to best practices for school sponsorship as outlined in the school- sponsor contract</i> 	<ul style="list-style-type: none"> • <i>Be recognized as an exemplary sponsor in the state of Ohio</i> • <i>Improve student outcomes and strengthen community schools</i> • <i>Strong partnerships with community schools through our commitment to quality school choice and establishing high-quality school programs in Ohio</i> • <i>Community schools will meet the needs of students they serve and maintain compliance with state and federal laws</i>

After analyzing information from all data tools used, areas of strengths were identified in all components of the Sponsor Quality Practices Rubric for the North Central Ohio Community School Sponsorship Department. Our team feels it is important to note that within each of the components of the Sponsor Quality Practices Rubric, North Central Ohio Educational Service Center (NCOESC) has included goals for improvement that align with identified areas listed above in our “*SOAR Analysis,-Areas of Opportunities*”. We have used these identified areas to develop our Quality Improvement Plan (QIP) for the 2025-2026 school year. The QIP will guide our work with ongoing intentional progress-monitoring throughout the coming school year and the duration of the strategic plan. The team will revisit the QIP on a bi-annual basis to determine if adjustments are needed.

The NCOESC views Ohio’s implementation of the “Sponsor Quality Review” as an opportunity for us to improve our sponsorship roles and responsibilities for Quality School Sponsorship. 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.

As noted on our SOAR 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. Continuous changes in state testing & assessments, Ohio Teacher Evaluation System, Resident Educator, Sponsor Evaluation System, etc. continue to impact all schools across the state of Ohio.

Based on the analysis of assessment tools used and the SOAR 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	Measures/Metrics for Achievement
<p>Timeframe: By September 2027.</p> <p>NCOESC will maintain or improve its score from the previous sponsor evaluation from a "2" to a "3" on the academic component of the Sponsor Evaluation.</p>	<p>Annually review and analyze school performance on the State Report Card (SRC) and support school improvement initiatives working with SST consultants</p>	<p>*Analyze each school's data (SRC) and determine needs of schools based on results & prioritize support.</p> <p>*Participate in School Improvement (SI) meetings with school leaders and SST consultants</p> <p>*Provide technical assistance to schools identified as priority and focus on Ohio's Differentiated Model of Accountability</p>	<p>*Sponsor Evaluation of school's academic performance</p> <p>*Attendance at all SI/School/SST/Sponsor Meetings- Sign in sheets, team meeting notes</p> <p>*Documentation of technical assistance provided to schools throughout the year</p>	<p>Target: Achieve 3 on Academic component by September 2027.</p> <p>Benchmark/Target: Achieve 2.5 on Academic component by September 2026.</p> <p>Measure: 2026 & 2027 Report Card with internal analysis of academic data.</p>

2) Improving Adherence to Quality Sponsoring Practices

SMART Goal	Strategy	Action	Evidence	Measures/Metrics for Achievement
<p>Timeframe: By September 2027.</p> <p>NCOESC will improve its score from the previous sponsor evaluation from a "3" to a "4" for a rating of "Exceeds Expectations" on the Quality Practices component on the Sponsor Evaluation.</p>	<p>NCOESC will continue use of its system for self-evaluating its quality practices annually to align with the DEW Sponsor Evaluation Quality Practices Rubric</p>	<p>*By September of each calendar year, update NCOESC's quality practices with the DEW Sponsor Evaluation Quality Practices Rubric identifying goals, actions and timeframes, to earn 4 points on the Sponsor Evaluation Quality Practices Component</p> <p>*Attendance at school board meetings</p> <p>*Sponsor will conduct required site visits</p>	<p>*Sponsor Evaluation Quality Practices Rating</p> <p>*Sponsor Improvement Plan</p> <p>*NACSA Self-Evaluation Survey</p> <p>*School Technical Assistance Survey/emails/documented phone calls</p> <p>*School Board minutes and indicating sponsor representation at meeting</p> <p>*Tracking of sponsor school board attendance and board tracking spreadsheet</p>	<p>Target: Achieve 4 on Quality component by September 2027.</p> <p>Benchmark/Target: Achieve 3.5 on Quality component by September 2026.</p> <p>Measure: 2026 & 2027 Sponsor Evaluation score and internal analysis of data.</p>

		annually and others as needed *Sponsor provides annual report with school's performance to school board, school leaders and parents/caregivers of students/community	*Site visit reports- emailed to school leaders and school board members *Sponsor Annual Report	
--	--	---	---	--

3) Improving Compliance with All Applicable Laws and Rules

SMART Goal	Strategy	Action	Evidence	Measures/Metrics for Achievement
Timeframe: By September 2027. NCOESC will improve its score from the previous sponsor evaluation from a "3" to a "4" for a rating of Exceeds Expectations" on the Sponsor Compliance component of the Sponsor Evaluation.	Oversee/monitor compliance and maintain high standards & expectations for schools and as a sponsor on compliance with all sponsor laws and rules	*Sponsor provides timely technical assistance to school for Epicenter or other requests *Sponsor will consult with appropriate legal counsel and other consultants with expertise in areas of need *Sponsor will review on a monthly basis all school's financial & enrollment record *In a timely manner, sponsor provide school leaders/board members with legislative updates & policy changes	*Sponsor Evaluation Results- Misses of compliance docs *Timely communications with schools regarding Epicenter uploads and misses/sponsor feedback-emails, epicenter rejection notices, phone calls *Documentation of communication with legal *Emails/communications to schools with legislative updates/policy changes *Timely upload all documents outlined in the compliance spreadsheet identified in the sponsor evaluation spreadsheets for schools and sponsors	Target: Achieve 4 on Compliance component by September 2027. Benchmark/Target: Achieve 3.5 on Compliance component by September 2026. Measure:2026 & 2027 Sponsor Evaluation score and internal analysis of data.

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 & Workforce/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 strategic plan 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. Part of the annual review includes analysis of benchmark progress and targeted goals. Data will be collected each year that will determine the progress being made for the NCOESC Community School 3-Year Strategic Plan 2024-2027.

Revised & Updated August 2025
Updated December 2024
Revised & Updated August 2024- Strategic Plan
Updated and readopted August 2023
Updated June 2022
Updated June 2021
Updated June 2020
Updated December 2019
Developed Strategic Plan 2016-2019