

**YOUNGSTOWN   
TRANSFORMATION FRAMEWORK**

**DRAFT**

**The Youngstown City School District Transformation and Accountability Framework Draft**

**Developed by the Youngstown City School District**

**Elected Board of Education**

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**Introduction**

The Youngstown City School District has been under State Control since 2010. Our district has foregone drastics non-evidence based and experimental measures that has yielded little to no improvement. As of yet under the State’s CEO Model our district has done worse academically and fiscally than in previously years. For example:

* The state report card has shown a decrease in academic attainment within our district in all most every category.
* The district faces fiscal collapse, we are estimated to be in the red within 2 years if spending continues as the CEO proposes.
  + In two years the CEO,
    - $13 million less was spent on in the classroom.
    - Has spent an estimated $3.5 million for legal services.
    - Spent over $12 million of $23 million surplus funding.
    - Hired 33 executive positions at salaries of $100,000 and more
* The average years of experience teachers dropped from 10 years to 7 years
* Our K-12th grade enrollment has dropped.
* Successful academic supports have been removed from the district:
  + Social Workers were eliminated from the district.
  + STEM, 3-D printing and VIsual Performing Arts programs were eliminated
  + LLI tutoring and Americorps programming was eliminated,
  + Music and Foreign language programming has been reduced.

As local control and oversight dwindled due to State mandated revamps of the Academic Distress Commission, unilateral decision making by the State, the CEO, and the Academic Distress Commission widen. Since then all previous successes within the district have suffered and the State Report Cards for the last two years while under the Academic Distress Commission and CEO’s unilateral control model have shown declined in almost every area of Evaluation and assessment.

The Youngstown Board of Education strives to use the supports within H.B. 154 create a new for its’ students, parents, and the community. BH 154 gives School Districts the opportunity and resources to gain academic proficiency by focusing in on issues facing a particular building than to bring sweeping changes to the district. It allows for a whole child approach to enable the right community partners to share space and have real time interactions with students and families.

Most importantly, it gives a comprehensive road map on gaining support and supplies oversight from the states in a way that works. With the addition of a Transformation Specialist as defined in HB 154. This shapes the educational leadership design into a joint partnership model. HB 154 allows our district to have a resurgence on programs and approaches that work for academic achievement while having a sustainability design to include community partners to transition our school building into community learning centers. Essentially giving the Youngstown School City District a way to repair academic and fiscal damage that occurred under HB 70.

This document serves as a framework to build a comprehensive plan to address the work necessary to transition from the Academic Distress Commission and CEO control model. The Youngstown Board of Education considers this document to be a living work to be adjusted as policies and evidence based programming enhances. We recognize change is inevitable as we guide our district to be a 21st century education model.

**Purpose of this Document**

The Entire elected board members of the Youngstown City School District accepts full responsibility for student achievement, leadership and management of our district, and implementation of a transformation and accountability system that improves opportunities for our students and families. This document, ”The Youngstown Transformation Framework” outlines the key components of our approach to lead our district. The elected Youngstown Board of Education members understands the desires of the Ohio State Legislatures and the citizens of Youngstown to have a school district that surpasses the Ohio Department of Education’s standards for academic achievement and performance .Our Mission is for “The Youngstown City School District, in partnership with parents and the community, is [to be] a beacon of hope, committed to academic excellence and preparing all learners to become productive, responsible citizens of a global society”.

We pledge to create a educational environment that will prepare students for postsecondary success in their educational and career endeavors. This will be done by developing a systemic and sustainable strategy to focus on the enrichment and holistic well being of its’ students and families. Accountability, transparency and community inclusion will be woven into the transformation framework. Where the CEO and Academic Distress Commission model have not achieved success. These Strategies will examine the classroom structure, school culture, and community needs while aligning resources to increase performance to overcome disparities faced by our students and families.

The Transformation Framework will be shared with students, parents, and community stakeholders in the faith base, business, community groups/agencies, and philanthropic communities. Along with local and state government that includes Governor DeWine, the State Superintendent of Public Instruction, Ohio Department of Education Board Members, State elected officials, and all interested parties.

**The Youngstown Transformation Strategies**

***(All Core Strategies are under development, each will be accompanied with a summary of its’ scope and components.)***

Core Strategy #1: Transformational Academic and Instructional Practice

(Closing the Achievement Gap and Curriculum Alignment)

Core Strategy #2: Social-emotional and supportive services for our students and

families through on-site integrated resources

(To include Substance Prevent/Recovery, Health, and Mental Health

Services)

Core Strategy #3: Parent and Community Engagement and Leadership

Core Strategy #4: Academic and Fiscal/Resource Alignment

Core Strategy #5: Develop a Sustainable High Quality Education Model

Core Strategy #6: Recruitment and Retention of students

Core Strategy #7: Recruitment and Retention of the Best Qualified Staff and Faculty

Core Strategy #8: Joint Commission of Board Members and Local School Decision

Making Committees

Core Strategy #9: Monitoring and Evaluation of all Ancillary Services and Partnerships

**The Youngstown Transformation Strategy: Accountability Components**

**Accountability Component #1**:Develop annual goals for the Board of Education that are aligned with the strategic goals of the district and the expectation of the parents and citizens of the community.

**Accountability Component #2** A commitment to implement, monitor, and adjust methods to fulfill the Nine Core Strategies. Develop a monthly and periodical reporting system for all data.

**Accountability Component #3** The Board of Education and the Superintendent will host periodic forums to update the students, parents, and stakeholders of the progress of the district and current events.

**Accountability Component #4** To work in partnership with services of the Ohio Department of Education to gain insight and assistance in areas of need.

**Accountability Component #5** Develop intra-district committees at the executive and building levels to address concern and to implement needed assistance.

**Accountability Component #6** (Pending the ratification of HB 154 hire a Transformation Specialist) Implement work sessions with superintendent and executive administration, the Ohio Mid-Sized urban District Leadership Collaborative, and other organizations as deemed necessary.

**Key Next Steps (to be implemented within the first year of local control)**

Step1: Upon the ratification of H.B. 154 complete necessary procedures transition the Academic

Distress Commission and CEO control. Establish the immediate acknowledgement of the

elected Board of Education as the governing body of the Youngstown City School

District. The Board of Education will being the process of reviewing and establishing

policies and procedures to conduct the business and direction of the district.

Step 2: Establish the organization chart that recognizes the Superintendent as the head

administrator of the district

Step 3: The transition all contracts and district work conducted by the CEO and the Academic

Distress Commission to the Board of Education, Superintendent, Treasurer, and Legal

Representation.

Step 4: The Board of Education will work with the Superintendent, Treasurer, executive

administration and building leadership to establish transformation and accountability

plan for the District and Its’ building. And to include student, parent, and community

engagement in the process of the plan. The plan will be developed over 90 days and

presented to all stakeholders.

Step 5: Develop a joint partnership with the Ohio Department of Education to review and

assistance with the implementation of the District and Building plans.

Step 6: Commit to establishing a 5 year plan for the district within 1 year of transitions from

State Control.

Step 7: Commit to establishing a 3 year plan for academic improvement that surpasses the

Ohio State Education Standards.

Step 8: Establish outreach to engage new partnerships that are aligned to the goals of

developing community learning centers.

**Summary**

The members of the Board of Education seek to be responsible and accountable for the success of students in the district. We will hold ourselves accountable to the citizens of our community who elected us to serve as board members.

Per a majority vote of the Youngstown City School District Board of Education.

We, the elected board members of the Youngstown City School District fully endorse and support this document as a framework for the Board of Education's vision for transformation, transparency, and accountability once the the Academic Distress Commission and the CEO has been abolished.