



**TIFFIN CITY SCHOOLS**

# COLLECTIVE VISION PLAN

**2024-2029**

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**TIFFIN**  
City Schools

# SUPERINTENDENT'S MESSAGE

Tiffin City Schools is one of the premier school districts in the North Central corridor in Ohio. We are blessed with a setting on the Sandusky River and surrounded by two great higher education institutions with Heidelberg University and Tiffin University. Those universities, along with our partnerships with Vanguard-Sentinel Career Center and the North Central Ohio Educational Service Center are why people refer to Tiffin as "The Education Community." Couple that with a wide variety of entertainment and recreation options, along with low crime rates and an active Chamber of Commerce, and you can truly see why Tiffin is a destination for so many.



Our local businesses continually explore how they can grow and improve, and our District has adopted a similar mentality. We are not focused on *where we are*, but rather, *where do we want to be*. To that end, we have spent the past year collecting survey information from our community and stakeholders, as well as working with our District Leadership Team to create a singular vision to focus our efforts on measurable improvements, outlined in this document.

This vision is ambitious. But we want to set high expectations for our staff and students to ensure our children are molded to be prepared for this ever-changing world. We will give regular updates on our progress toward these goals to the Tiffin City Schools Board of Education, and those updates will also be shared with our entire community. We embrace transparency and accountability, and this vision represents those concepts.

I am extremely proud of the work that went into creating this vision, and truly believe it will help move our District forward. It is important for ALL of our students, from our pre-school students to our seniors in high school and everyone in between, that the District ensures that our goals are aligned and to work with the Treasurer's Department to make sure resources are allocated efficiently in order to help us attain those goals.

If you have any questions or concerns about this vision, please feel free to contact me at [ben\\_richards@tiffincityschools.org](mailto:ben_richards@tiffincityschools.org) or just stop by my office for a visit. My door is open.

## **Tornado Pride...We Don't Stop!**

Proud to be your Superintendent,

*Benjamin A. Richards*

Ben Richards





## MISSION

Tiffin City Schools, in partnership with students, families, and the community, will create a learning environment where all students achieve at their full learning potential.

## VISION

Great Schools! Great Students! Great Future!

## BELIEFS

- 1 We believe and act on our belief that all people can learn.
- 2 We believe, engage in, and assume P.R.O.U.D. behaviors (Positive, Respectful, Own It, Understanding, and Dependable).
- 3 We believe in and focus on results.



## ABOUT THE DISTRICT

At Tiffin City Schools, education is about more than buildings and books. It's about nurturing a community dedicated to helping every child feel proud of who they are and inspired to fulfill their dreams. It's about extending this supportive environment to teachers, staff, parents, and community members who work alongside our students to build Tiffin's promising future.

Our schools serve students PreK-12 with care and dedication as six school families working and thriving within the larger community of Tiffin. In partnership with our students, families, and the community, our schools create a learning environment where all students can feel confident about achieving their full learning potential.



Tiffin Middle School



Lincoln Pre-K



Washington Elementary



Noble Elementary



Krout Elementary



Columbian High School

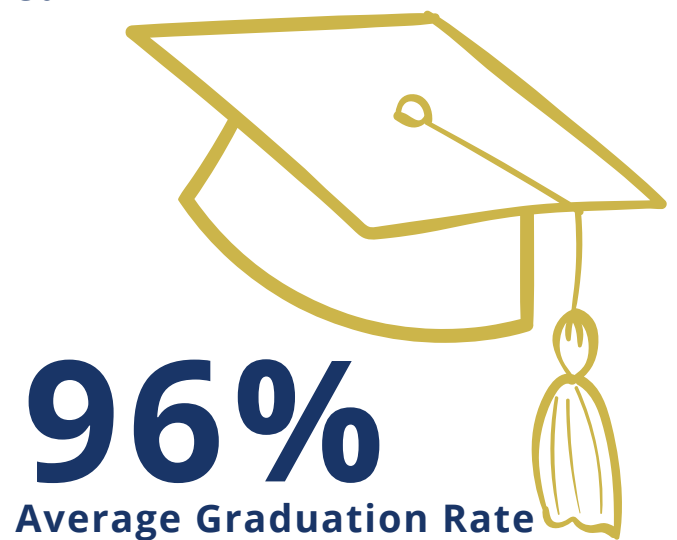
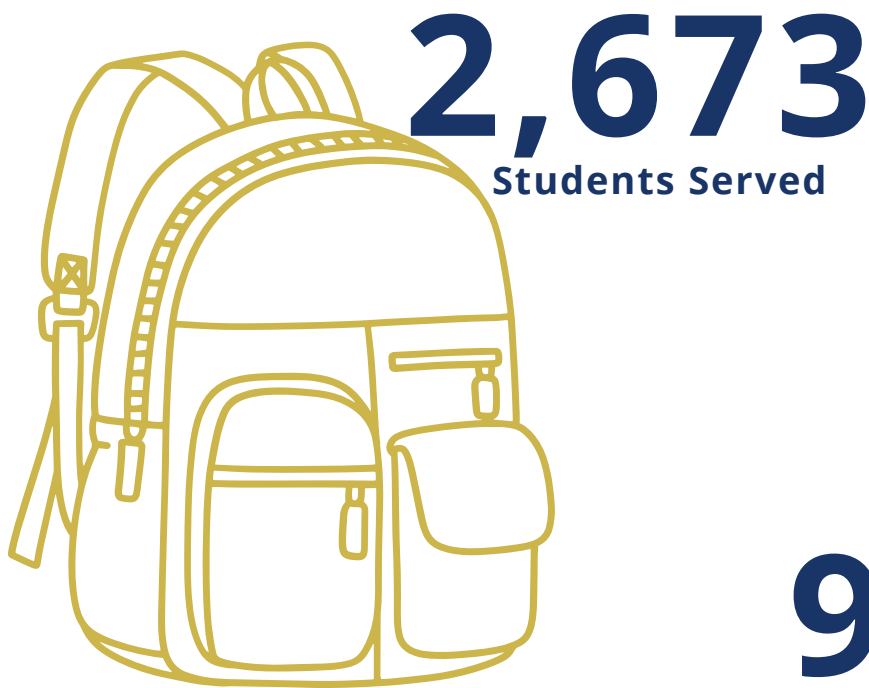


## BOARD OF EDUCATION

*Mr. Dustin Williams (President)*  
*Mr. Larry Kisabeth (Vice President)*  
*Dr. Meagan McBride*  
*Mr. Victor Perez*  
*Ms. Heidi Stephey*

## TIFFIN CITY SCHOOLS | BY THE NUMBERS

Tiffin City School District is a public school district located in Tiffin, Ohio with 2,673 students in grades Pre-K and K-12 and a student-teacher ratio of 19:1.





## ABOUT OUR SCHOOLS

### Lincoln Pre-K

Pre-Kindergarten provides a safe, nurturing environment for children ages 3-5 to grow in their cognitive, social, emotional, and physical development. Our District's youngest learners bring their curiosity through the doors each day, where they will find fun, friends, and a foundation for lifelong learning.

### Washington Elementary

Welcome to Washington School, where kindergartners and first graders rule! We are dedicated to providing our children with a safe, nurturing environment where innovative best practices help them learn at their best.

### Krout Elementary

At Krout, it's all about second and third grade! Our staff is proud to impact the lives of your children by setting high academic, social, and behavior goals for a foundation of lifelong learning.

### Noble Elementary

We love our 4th and 5th grade students! At Noble Elementary, you can expect your child to be challenged to learn at their highest potential in a safe, nurturing, and fun environment.

### Tiffin Middle School

At Tiffin Middle School, students in grades 6-8 are guided to be their best selves during a unique stage of their lives. Our staff is dedicated to creating a project-based, student-centered learning environment aligned with 21st Century skills of communication, collaboration, creativity, and critical thinking.

### Columbian High School

Columbian High School is dedicated to helping our students prepare for college, career, and life success, not only with a rigorous curriculum, but an environment that puts positive habits and character front and center. Our community is Tiffin Proud!

## OVERVIEW OF GOALS



### **GOAL 1: FOCUS ON LEARNING**

All Tiffin City Schools' students and staff will be inspired to learn, grow, and achieve.



### **GOAL 2: SCHOOL CLIMATE AND CULTURE**

Tiffin City Schools will create a school climate where students and staff feel safe and supported.



### **GOAL 3: PREPARED FOR SUCCESS**

Tiffin City Schools will provide students with learning opportunities that prepare them for post-high school success.



### **GOAL 4: FISCAL RESPONSIBILITY**

Tiffin City Schools will spend taxpayer dollars responsibly, with a focus on student learning.





# GOAL 1

## FOCUS ON LEARNING

All students and staff will be inspired to learn, grow, and achieve.

Tiffin City Schools will be the highest achieving school district in the Sandusky Bay Conference/Lake Division based on State Report Card indicators by May 2026.



*“My children have loved all of their educators thus far in their experience and my wife and I continue to be amazed by the extra mile that everyone goes to help give a great experience to our students.”*










# GOAL 1

## FOCUS ON LEARNING

### MEASURES OF SUCCESS

-  By 2028, each Building's State Report Card will achieve at least 80% proficiency in Reading and Math for students in grades 3-12, or a 5% growth from prior year.
-  By 2028, each Building's State Report Card will meet or exceed one year's worth of growth for all student subgroups (i.e., Gifted, Students with Disabilities, Low Social Economic) or a 5% growth from prior year.
-  50% of students in grades 3-12 will achieve at Advanced or Accelerated or a 5% growth from prior year on the State Achievement Tests in Reading and Math.
-  80% of staff, or a 5% growth from prior year, will rate either "Agree or Strongly Agree" to the survey item, "The District provides meaningful professional learning opportunities during the year."
-  The District will begin to collect and annually report the total scholarship dollars seniors are awarded to post-secondary schools.





# GOAL 1

## FOCUS ON LEARNING

### ACTION STEPS

1. The District will develop a Science of Reading Team (SORT) to keep up with policies, research, practices, and quality partners.
2. The SORT Team will design and implement high quality professional learning experiences for teachers in K-6 and 7-12 starting in the 2024 school year.
3. The SORT Team will develop Literacy Benchmarks for Reading at each grade level and teachers will monitor student progress three times a year.
4. The SORT Team will continue to develop and access the Grade Level Assessments for Math in grades K-12.
5. The District will design high quality professional learning experiences in Math (K-12), based on Assessment Results.
6. Annual Goal meetings will be conducted at the beginning of each year with every teacher, by each building principal, to review the measures of each goal.

THE MORE THAT YOU READ, THE MORE THINGS YOU  
WILL KNOW. THE MORE THAT YOU LEARN,  
THE MORE PLACES YOU'LL GO. —DR. SEUSS





## GOAL 2

# SCHOOL CLIMATE AND CULTURE

Tiffin City Schools will create a school climate where students and staff feel safe and supported.

On the District Survey, 80% or more of the students and staff will respond either “Agree or Strongly Agree” to the questions or items related to: “I feel safe at work/school,” and “I feel supported at work/school,” or improve by 5% from the previous survey.







## GOAL 2

# SCHOOL CLIMATE AND CULTURE

### MEASURES OF SUCCESS

-  District and building attendance data will be higher than the county average or display improvement of 5% from the previous year.
-  On the District Survey, 80% of the Parents, Staff, Students, and Community Members will respond either “Agree or Strongly Agree” or display a 5% improvement from the previous survey on questions or items that directly relate to:
  - Firm, but fair discipline is being maintained in all buildings.
  - Students treat other students with respect.
  - Students treat staff with respect.
  - Mistakes are treated as part of the learning process.
  - Buildings, facilities, and grounds are kept clean and in good working order.
  - Technology devices are in reliable working order for students and staff.
  - Technology connectivity is in good working order.
  - District communications are frequent and provide timely information.
  - Building communications are frequent and provide timely information.
  - Teacher communications are frequent and provide timely information.
  - Students and Staff regularly receive praise or recognition.
  - Staff treat students and other staff with respect

OUR GOAL IS QUITE SIMPLE, BUT ONE VERY FEW ORGANIZATIONS PRIORITIZE. WE WANT TO OFFER THE PROFESSIONAL LEARNING EXPERIENCES AND DEVELOPMENT THAT OUR TEACHERS BECOME THE MOST HIGHLY SKILLED TEACHERS POSSIBLE AND COULD GAIN EMPLOYMENT ANYWHERE IN THE COUNTRY; AND CREATE THE CULTURE AND CLIMATE THAT PROVIDES SO MUCH SUPPORT, TRUST, AND COLLABORATION THAT THEY WOULD NEVER WANT TO LEAVE.

—BEN RICHARDS, SUPERINTENDENT





## GOAL 2

# SCHOOL CLIMATE AND CULTURE

### ACTION STEPS

1. District and building newsletters will regularly communicate to parents the importance of great attendance, good behavior, and completing surveys.
2. Professional development will be designed and delivered multiple times during the year for Teachers (<3 years) for maintaining classroom behavior.
3. Each building will create a Positive Behavior Award System in alignment with PBIS that recognizes student growth, improvement, behavior, and achievement each quarter and will be communicated in building newsletters with winners' names and pictures displayed in buildings.
4. The District will appoint a Teacher Appreciation Team to design ongoing and regular opportunities for teachers to be recognized for attendance, accomplishments, and academic achievements of students, as well as an end-of-year banquet to recognize years of service and retirements.
5. Items related to climate and culture will be added to the District Surveys administered every other year.
6. Director and Administrator Evaluations will reflect progress and achievement of goals related to climate and culture.
7. Individual goal meetings will be conducted at the beginning of each year with every teacher by each building principal to establish goals and targets.
8. Review all District policies and procedures related to school discipline and recommend changes where needed during a Board of Education meeting.

*“There are so many teachers who truly loved teaching and made learning fun. They made sure to show they cared about you in all sorts of ways. They taught memorable lessons that I still carry with me today.”*



## GOAL 3

# PREPARED FOR SUCCESS

Tiffin City Schools will provide students with learning opportunities that prepare them for post-high school success.

100% of students will acknowledge either being prepared for a career, acquiring and demonstrating citizenship skills for the military, or having met the standards to get accepted into the post-secondary school of their choice on a Senior Exit Survey.












## GOAL 3

# PREPARED FOR SUCCESS

### MEASURES OF SUCCESS

-  Starting in 2025, there will be an increase in the number of courses offered and student participation in College Credit Plus coursework and an increase in the number of students who compete at least one Advanced Placement course.
-  Starting in 2025, there will be an increase in the number of careers, internships, and apprenticeship offerings.
-  There will be an attendance rate of 95%, or an increase of 5% in attendance from the prior year, in each building and the District.
-  85% of our students, or a 5% growth from prior year, in Grades 6-12 will be involved in at least one extracurricular activity.
-  Starting in the 2024-25 school year, we will achieve a 5% increase in students enrolling in 8th grade Algebra.

THERE ARE NO SECRETS TO SUCCESS. IT IS THE RESULT OF PREPARATION, HARD WORK, AND LEARNING FROM FAILURE.

—COLIN POWELL | SUFFOLK CENTER FOR SPEECH.



## GOAL 3

# PREPARED FOR SUCCESS

### ACTION STEPS

1. Conduct an audit on the current number of students in College Credit Plus and Advanced Placement Courses.
2. Conduct an audit on the number of career, internship, and apprenticeship programs available to students as well as the number of students that are enrolled.
3. Conduct an audit of the number of students currently involved in co-curricular and extracurricular activities.
4. Develop a process for adding a new co-curricular and extracurricular activity.
5. Develop and administer a survey each year to all students not involved in co-curricular and extracurricular activities.
6. Offer and recruit students to take a Pass-Fail Algebra Class in 8th Grade and meet with students in the Spring to discuss the course.
7. Create a process that monitors and displays all of the students who apply and are accepted for Post Secondary, Military, and Career Options during the year.
8. Display in the lobby of each building and include in newsletters the amount of scholarship dollars that are earned each year.
9. Develop and administer a Senior Exit Survey to all graduates to gather their school and senior year experiences.
10. Each building will facilitate a process to identify 2-3 items for student knowledge, skills, or dispositions that align with the District Portrait of A Learner.
11. The District, working with the Superintendent's Advisory Committee, made up of parents, community members, and staff, will identify important skills, knowledge, and expectations for students.





## GOAL 4

# FISCAL RESPONSIBILITY

Tiffin City Schools will spend taxpayer dollars responsibly, with a focus on student learning.

Instructional Expenditure Per Pupil, as reported by the Ohio Department of Education, will be in the top 25% of “comparable and local school districts.”

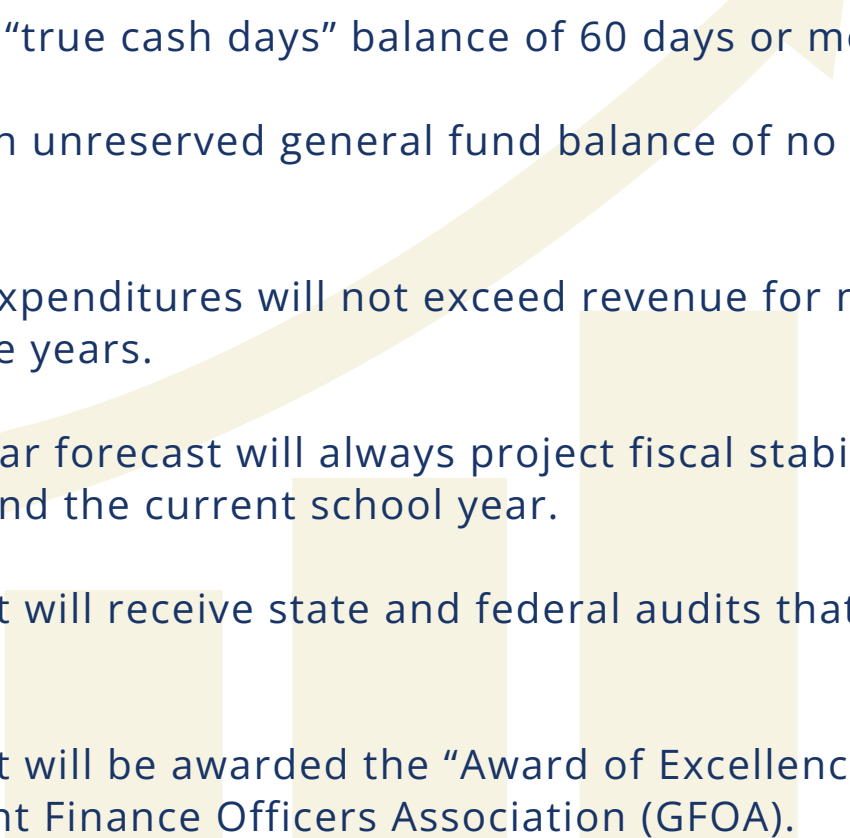










## GOAL 4

# FISCAL RESPONSIBILITY

### MEASURES OF SUCCESS

- 
-  Maintain a “true cash days” balance of 60 days or more.
  -  Maintain an unreserved general fund balance of no less than 5% to 15%.
  -  Year-end expenditures will not exceed revenue for more than two consecutive years.
  -  The five-year forecast will always project fiscal stability for two years beyond the current school year.
  -  The District will receive state and federal audits that are free of citations.
  -  The District will be awarded the “Award of Excellence” from the Government Finance Officers Association (GFOA).

AN INVESTMENT IN STUDENT KNOWLEDGE PAYS THE BEST INTEREST.

—BENJAMIN FRANKLIN





# GOAL 4

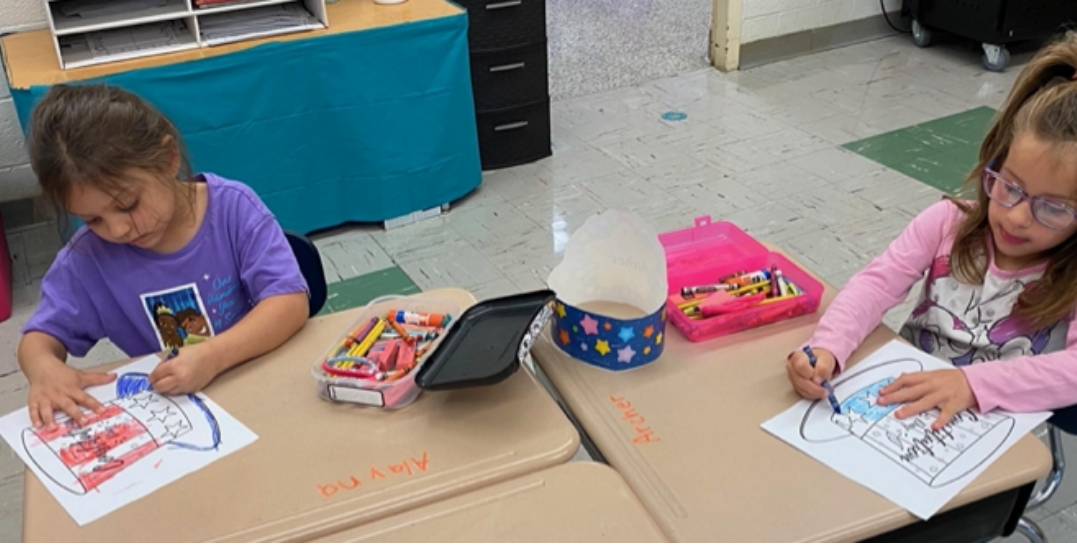
# FISCAL RESPONSIBILITY

## ACTION STEPS

1. Work with a partner that develops a yearly Annual Report that monitors and reports progress on all District Goals.
2. Develop a yearly budget and present it to the Board every Spring for approval.
3. Meet monthly with the Treasurer to review revenue and expenditures associated with the budget and to update numbers on the five-year forecast.
4. A technology budget will be developed by the Technology Director every year in March and give it to the Superintendent.
5. A technology team will be developed by the Technology Director and will meet every other month to discuss questions or concerns about technology.
6. Complete a 5-year Technology Replacement Plan that includes both technology needs and needed funding.
7. Maintenance and Grounds Supervisors will develop a budget every year in March and give it to the Superintendent.







## CONTACT

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