

# GREECE CENTRAL SCHOOL DISTRICT



Strong Curriculum

Empowered Staff

Engaged Community

Safe and Healthy Environment

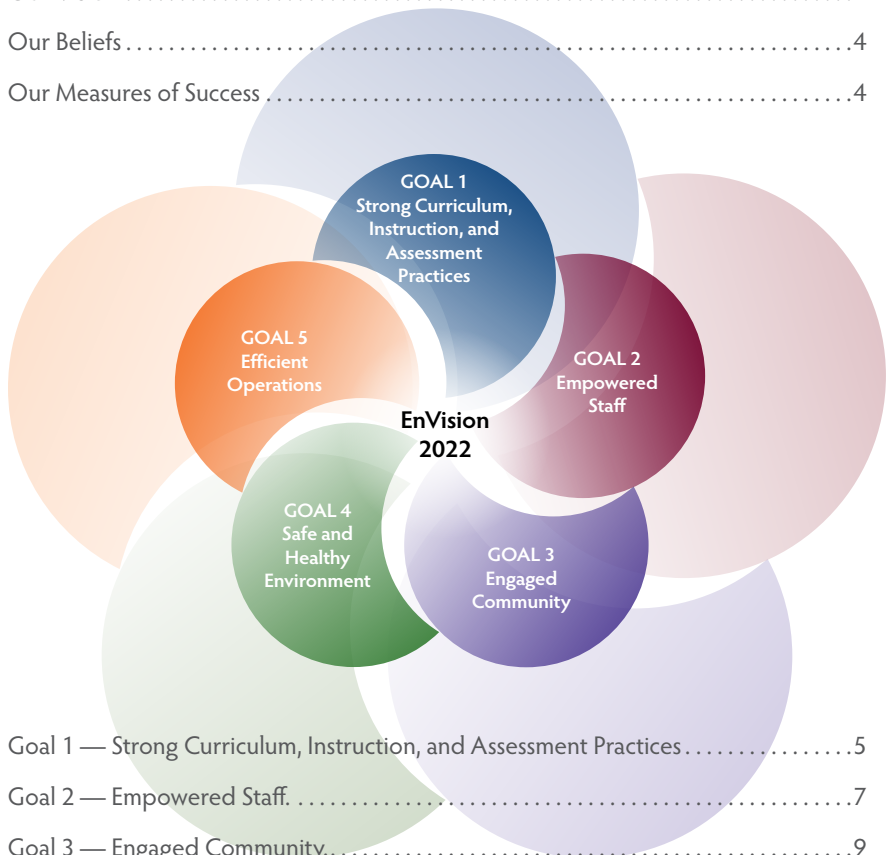
Efficient Operations

## *ENVISION* 2022 STRATEGIC FRAMEWORK

A BLUEPRINT FOR EQUITY AND EXCELLENCE

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## THE STRATEGIC FRAMEWORK COMMITTEE

To ensure that the Envision 2022 Strategic Plan is successfully implemented across the district, the Strategic Framework Committee meets regularly throughout the school year. The committee reviews the progress in the strategies of the plan across schools and departments and advises the district regarding any clarifications, course corrections or additional supports needed.

Staff and members of the Greece Community who have an interest in participating in this committee are welcome to contact [tom.mariano@greececsd.org](mailto:tom.mariano@greececsd.org) for more information.

### Strategic Framework Committee Members

DAVID BLAHOWICZ .....	TEACHER
STACEY BRINDISI.....	DIRECTOR
BRIAN CASEY.....	TEACHER
KATHRYN COLICCHIO.....	ASST. SUPERINTENDENT
KATHLEEN CORSI .....	PSYCHOLOGIST
MARGUERITE DIMGBA .....	TEACHER
MICHAEL DOUGHTY .....	DEPUTY SUPERINTENDENT
JAMES GARNER.....	SOCIAL WORKER
KATHLEEN GRAUPMAN .....	SUPERINTENDENT
JEFFREY GREEN .....	PRINCIPAL
TOM MARIANO.....	EXECUTIVE DIRECTOR
VALERIE PAINE .....	ASST. SUPERINTENDENT
SUZANNE PETTIFER .....	DIRECTOR
DAVID RICHARDSON .....	PRINCIPAL
SHEILA ROBINSON .....	TEACHER
DEBORAH SALAMONE.....	COUNSELOR
CHRISTINA SLOANE .....	PRINCIPAL
JEREMY SMALLINE .....	DIRECTOR
KEENA SMITH.....	COORDINATOR
TODD SMITH .....	DIRECTOR
COLLEEN TAYLOR.....	PARENT/PTA
JAY WOODCOCK .....	PARENT

# From Our Superintendent and School Board President



Envision 2022 is exciting and compelling. It is the next step in our ongoing strategic plan of action for the Greece Central School District. This new five-year framework describes the key goals, strategies, and measures that will guide our work to achieve our vision of equity and excellence.

As our Strategic Framework Committee created this plan, we started with a focus on developing students who possess the knowledge and skills to be healthy, productive and active in their community and prepared for future success. This important and challenging work requires participation and commitment from all areas of our organization and community. The following five goal areas of this framework define the focus of our collective commitment to this vision:

1. Strong Curriculum, Instruction, and Assessment Practices
2. Empowered Staff
3. Engaged Community
4. Safe and Healthy Environment
5. Efficient Operations



We have made considerable progress since the creation of our first Envision strategic plan, but there is still work to do. Greece serves more than 11,000 students in 17 schools. Our students bring a rich array of interests, traditions, backgrounds, experiences and talents. We must capitalize on our diversity to close gaps in access and achievement. We are all committed to this crucial work.

The realization of this plan will take time and effort from all of us — families, students, employees, and Greece community residents. Together, we will make a difference! We look forward to being a part of a community effort toward Greece Central's pathway to ensuring that each child graduates from high school ready for the future.

Sincerely,

A handwritten signature in cursive script that reads "Kathleen Graupman".

Kathleen Graupman, *Superintendent of Schools*

A handwritten signature in cursive script that reads "Sean McCabe".

Sean McCabe, *School Board President*

# What Defines Us

## EQUITY

WE REMOVE BARRIERS TO ENSURE ALL STUDENTS HAVE ACCESS AND OPPORTUNITIES THEY NEED TO REACH THEIR POTENTIAL. OUR DIVERSITY IS A VALUABLE RESOURCE FOR PROMOTING EXCELLENCE AND SOCIAL JUSTICE.

## COHERENCE

OUR CONTINUOUS IMPROVEMENT EFFORTS ARE ALIGNED, FOCUSED AND INTEGRATED.

## EXCELLENCE

ALL OF OUR STUDENTS DEVELOP THE KNOWLEDGE, SKILLS, ATTITUDES AND BEHAVIORS NECESSARY FOR FULL PARTICIPATION IN A DEMOCRATIC SOCIETY AND IN THE GLOBAL COMMUNITY.

## COLLABORATION

EFFECTIVE COLLABORATION IS TRANSPARENT AND UNITES, EMPOWERS AND ACTIVATES THE COMMUNITY.



## Our Vision

WE ARE COMMITTED TO BUILDING A CULTURE OF HIGH STANDARDS, ENGAGEMENT AND SUPPORTIVE RELATIONSHIPS. WE PROVIDE EQUITABLE ACCESS TO OPPORTUNITIES FOR ALL STUDENTS TO PURSUE THEIR FULL POTENTIAL AND BECOME HEALTHY, PRODUCTIVE CITIZENS WHO ARE ACTIVELY INVOLVED IN THEIR COMMUNITIES.

## Our Beliefs

TO ACHIEVE EQUITY AND EXCELLENCE FOR ALL STUDENTS, WE MUST EMPOWER STAFF, ENGAGE THE COMMUNITY, CREATE SAFE AND HEALTHY ENVIRONMENTS, STRENGTHEN OUR CURRICULUM, ASSESSMENT, AND INSTRUCTION PRACTICES, AND IMPROVE THE EFFICIENCY OF OUR OPERATIONS.

## Our Measures of Success

WE ASSESS OUR SUCCESS THROUGH A VARIETY OF ACADEMIC, BEHAVIOR AND PERCEPTION MEASURES. THE PURPOSE OF THESE MEASURES IS TO ENSURE ALL STUDENTS HAVE THE ACCESS AND OPPORTUNITIES TO BE SUCCESSFUL REGARDLESS OF RACE, GENDER, DISABILITY, OR SOCIOECONOMIC STATUS.

# Goal 1

## Strong Curriculum, Instruction, and Assessment Practices



If we can thoroughly address the four critical questions below, we believe we will have the capacity required to prepare students for success now and in the future.

1. What do we want students to learn?
2. How will we know if they have learned?
3. What systematic interventions will we provide if they don't learn?
4. What extended learning will we provide if they have demonstrated proficiency?

<http://www.allthingsplc.info/blog/view/305/learning-in-a-plc-student-by-student-target-by-target>

### STRONG CURRICULUM, INSTRUCTION, AND ASSESSMENT PRACTICES...

- support the development of critical knowledge and process skills in content and social-emotional learning;
- prepare students to participate fully in a democratic society;
- engage and support culturally responsive teaching practices;
- ensure all students graduate with critical thinking skills, knowledge, and attitudes needed to pursue a productive and satisfying life.

### MAJOR STRATEGIES

1. Utilize a comprehensive curriculum review process to ensure all teachers are provided with high quality tools and guidance to answer the four critical questions for their content and the related social emotional skills students need to be successful in that content.
2. Implement a comprehensive K-12 assessment system to measure student learning.
3. Develop and implement a process to align and improve curriculum, instruction, and assessment practices to meet the academic, social/emotional, and cultural needs of our students.

## IF OUR STRATEGIES ARE WORKING, WE SHOULD SEE...

- curriculum that is student centered, culturally responsive, and rigorous;
- all curriculum areas reviewed regularly based on the district curriculum review cycle;
- teachers routinely using assessment results to plan instruction;
- curriculum materials accessible to all;
- teachers refining instructional practices in collaborative teams;
- students with an active voice in their learning.

### WE KNOW WE ARE ON THE RIGHT TRACK WHEN STUDENTS SAY:

"We feel respected, safe, and supported. The adults in our school care about us. We have a voice in our education. Our learning connects us to our interests and dreams and is preparing us for the future."



## MEASURING SUCCESS



### GRADE 3 READING ACHIEVEMENT

NOW → 2022  
**40%** → **80%**



### % OF SENIORS WHO ENROLLED IN ONE OR MORE COLLEGE CREDIT ELIGIBLE/ CTE ENDORSED COURSE

NOW → 2022  
**80%** → **85%**



### % OF STUDENTS EXITING GRADE 9 WITH SIX OR MORE CREDITS

NOW → 2022  
**81%** → **90%**

\* AP, IB, Dual Enrollment

## Goal 2 Empowered Staff

If we intentionally support the professional growth of our staff, we will increase our capacity to meet the challenges of accelerating academic achievement.

If we intentionally support the targeted professional growth of our employees, their confidence, practice, and mindset will positively impact district culture and promote an equitable learning organization.



### EMPOWERED STAFF...

- create environments of equity and access for students to achieve their full potential;
- feel supported in their work and professional growth within the district;
- are recognized for their excellence and given opportunity to share their expertise.

### MAJOR STRATEGIES

1. Staff participate in professional development to improve their job performance and deepen their understanding of equity, cultural responsiveness, and social emotional learning.
2. Refine hiring practices to identify the most highly qualified candidates who are committed to the district vision.
3. Continue to promote employee voice in problem solving and the development of professional growth opportunities across the district.



## IF OUR STRATEGIES ARE WORKING, WE SHOULD SEE...

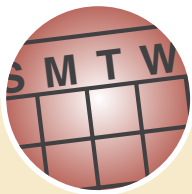
- employee performance improving;
- more staff participating in voluntary professional development;
- staff attendance improving;
- decreasing teacher turnover;
- current employees continuing to grow and seek opportunities for advancement within the district based on their skills and talents;
- expanding partnerships and increasing opportunities with higher education.



### WE KNOW WE ARE ON THE RIGHT TRACK WHEN STAFF SAY:

"We feel valued as professionals. We share the vision that ALL students can succeed in our schools. We are passionate about our work to support students and families."

## MEASURING SUCCESS



**% OF STAFF ABSENT  
10 OR FEWER DAYS\***

NOW	→	2022
<b>66%</b>		<b>80%</b>

\* not including professional training



**TEACHER TURNOVER RATE\***

NOW	→	2022
<b>18%</b>		<b>10%</b>

\* less than five years of experience



**% OF STAFF PARTICIPATING  
IN COLLABORATIVE  
PROFESSIONAL LEARNING\***

NOW	→	2022
<b>26%</b>		<b>40%</b>

\* Educators working in teams over time to improve teaching and learning

# Goal 3 Engaged Community

If we intentionally increase opportunities for our families and community to receive relevant and timely information and increase their voice in our processes, we will be better able to partner with them to support the needs of the children in our community.

## AN ENGAGED COMMUNITY...

- is welcomed and supported by the work of the school district;
- is informed about district and school goals and priorities;
- participates in decision making;
- has confidence in the work of the district and schools;
- partners with the school district to support the success of students and staff.



## MAJOR STRATEGIES

1. Expand engagement of school communities (including community members) in each school's comprehensive school improvement process.
2. Improve and simplify external communications such as website and media.
3. Promote community schools by expanding partnerships to provide supports to classrooms, students, and families (e.g., faith-based and service organizations, businesses, colleges/universities, local and state government).
4. Reimagine family engagement through parent voice (e.g., PTA, Parent Liaisons).
5. Continue department and school focus on customer service efforts.



# Goal 4 A Safe and Healthy Environment

If we intentionally provide educational equity and promote respect, safety and wellness among employees, students, and families, we will create caring relationships that ignite the potential of every student.

## A HEALTHY ENVIRONMENT...

- ensures educational equity;
- promotes respect, safety, and wellness;
- nurtures caring relationships;
- is trauma sensitive.

## MAJOR STRATEGIES

1. Promote mindfulness, self-care, and healthy habits among staff and students.
2. Staff participate in professional development to deepen their understanding of health, wellness, equity, cultural responsiveness, and social emotional learning.
3. Ensure that prevention and intervention systems in schools promote the mental, emotional, and physical wellness of students and staff.
4. Advance student success with the Every Day Counts attendance model and other school specific programs to improve attendance rates.



## IF OUR STRATEGIES ARE WORKING, WE SHOULD SEE...

- buildings and departments recognizing students and staff for positive behavior;
- reports of bullying among staff and students decreasing;
- student and staff absenteeism decreasing;
- office disciplinary referrals and school suspensions decreasing;
- discrepancies in discipline based on race, ethnicity and disability decreasing;
- providing all students with access to before- and after-school activities;
- every student participating in at least one before- or after-school activity.



## WE KNOW WE ARE ON THE RIGHT TRACK WHEN PARENTS SAY:

"Our children are safe and treated with respect and care. They are developing the skills and behaviors they need to be successful. We feel welcomed as a partner in our child's education."

## MEASURING SUCCESS



### STUDENTS WITH 95% OR BETTER ATTENDANCE

NOW                      2022  
**57%**      →      **80%**



### BEFORE- OR AFTER-SCHOOL EXTRACURRICULAR PARTICIPATION\*

2022

**Increase of 10%**



### SOCIAL EMOTIONAL LEARNING DATA

2022

**80% of students rate  
their learning environment  
a 4 or greater\***

\* Baseline data to be collected in 2017-18

\* on a scale of 1-5

# Goal 5 Efficient Operations

If we carefully monitor the return on investment and distribution of resources through principles of equity (i.e. adjusting resources as needed based on impact data), we can make the best fiscal decisions to support the instructional core across the entire district.



## EFFICIENT OPERATIONS...

- are managed with fiscal responsibility to promote equity and success for all students;
- are organized, streamlined, and managed to reduce redundancy and duplication of effort;
- are constantly reviewed and adjusted based on return on investment (i.e. comparing measurable impact to cost);
- have clear communication systems and organizational structures.

## MAJOR STRATEGIES

1. Ensure the equitable distribution of resources across buildings.
2. Engage a committee to develop a long-term plan for capital improvements.
3. Refine and implement the technology integration plan.
4. Continue to explore efficiencies in processes and practices.

## IF OUR STRATEGIES ARE WORKING, WE SHOULD SEE...

- organization of departments and each department's responsibilities clearly communicated;
- resources allocated based on student learning data and building needs;
- technology leveraged to create efficiencies in operations;
- responsibilities clearly defined so that employees are able to maximize focus and efficiency;
- positive experiences accessing information and support reported by customers;
- concerns addressed in a timely manner.

## WE KNOW WE ARE ON THE RIGHT TRACK WHEN TAXPAYERS SAY:

"We are confident that the district is efficiently and effectively investing its resources in the children and families of our community."



## MEASURING SUCCESS



### BOND RATING

**Maintain a Moody's Bond  
rating of Aa3\***



### PER PUPIL COST

**Support instructional needs  
while keeping costs in line  
with other area districts**



### ALTERNATIVE REVENUE

**Increase funding from  
sources other than federal,  
state, and local taxes**

\* An Aa3 rating is judged to be of high quality and subject to very low credit risk.



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