

OUR VISION FOR TOMORROW

Strategic Plan for the Irvington Union Free School District

Presentation to the Board of Education

February 1, 2017

THANK YOU

- Dr. Giselle Martin-Kniep, President, Learner-Centered Initiatives - our facilitator
- Over 100 community members who attended two community forums
- Our representative committee who helped to develop a foundation for the plan



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Our Schools, Our Community

- The Irvington school story starts with:
 - Our close knit, supportive community
 - ❖ Strong partnerships with the Village, Parents, PTSA, IEF and broader community
 - Determined, talented students
 - ❖ Provide motivation for District to continue to improve
 - Passionate, skilled educators
 - ❖ Dedicated to ensuring the very best experiences for every child, every day
 - Supportive Board of Education
 - ❖ Advocates for the future of our students, schools, and community
- This dynamic partnership is the glue to our success



THE STATE OF OUR SCHOOLS

2017

We Have Accomplished Much in the Last 5 Years



Academic:

- Established focus on consistency & rigor to become a high-performing school district
- Expanded opportunities to enrich student learning
 - ❖ PLTW/STEM education
 - ❖ Vast HS elective offerings
 - ❖ Increased enrichment/clubs at all levels
 - ❖ Investing in our arts
- Expanded the role of technology in our schools and in the curriculum
- Encouraged innovation for students and faculty
- Recruited and supported excellent staff
- Restored commitment to support all students' needs
- Gained on-going recognition for success
 - ❖ IHS continually recognized as a top school nationally
 - ❖ Best School District, Best of Westchester

Operations:

- Invested in facilities after years of neglect
- Ignited a campaign to beautify school grounds
- Developed maintenance programs to protect our schools
- Enhanced communications with constituency

Finance:

- Maintained healthy financial standing
- Low fiscal stress indicator – NYS Comptroller
- Created a capital fund reserve
- Maintained responsible school district budgets

Irvington Schools Are Already Recognized for Excellence

- 97% of our graduating students receive Regents Diplomas, and we have outstanding passing rates

<i>Passing Rates for Exams</i>	English 90%	Earth Science 94%
Algebra II 94%	Global History 92%	Living Environment 95%
Geometry 96%	US History 95%	Chemistry 96%

- 14 Athletic teams recognized as Scholar Athletes by NY state (2015-16)
- 31 students recognized as All-County & All-State for Band and Orchestra
- Academic Excellence when compared nationally:
 - ❖ Standardized test scores 28% higher than national average (ACT)
 - ❖ SAT scores:
 - ✓ Critical Reading 24% higher than US average
 - ✓ Math 23% higher
 - ✓ Writing 26% higher
- 20 AP Class offerings: 73% passing, 42% of all exam-takers received 4 or 5

Despite Its Small Size, Irvington Offers Diverse Opportunities for Students to Succeed

Whether it is in math, science, language, history, athletics, arts, music, drama, or even spelling or geography, we offer many ways for students to identify and develop their strengths and build their self-esteem

High School:

- 20 Advanced Placement level classes offered
- Science Research program
- 18 Honors Level classes
- Offer over 32 JV and Varsity athletic programs, including Football, Basketball, Soccer, Tennis,...and even Fencing
- Nationally recognized Latin and Ancient Greek studies
- Rich offer of electives and clubs
- Strong performing and visual arts programs

Main Street School:

- *Project Lead the Way STEM* technology program
- Academic challenge programs include the Spelling Bee, Math 24, Geography Bee, & Destination Imagination
- Deep global learning and enrichment experiences
- Several parent Involvement opportunities
- Embedded Character Building focus

Middle School:

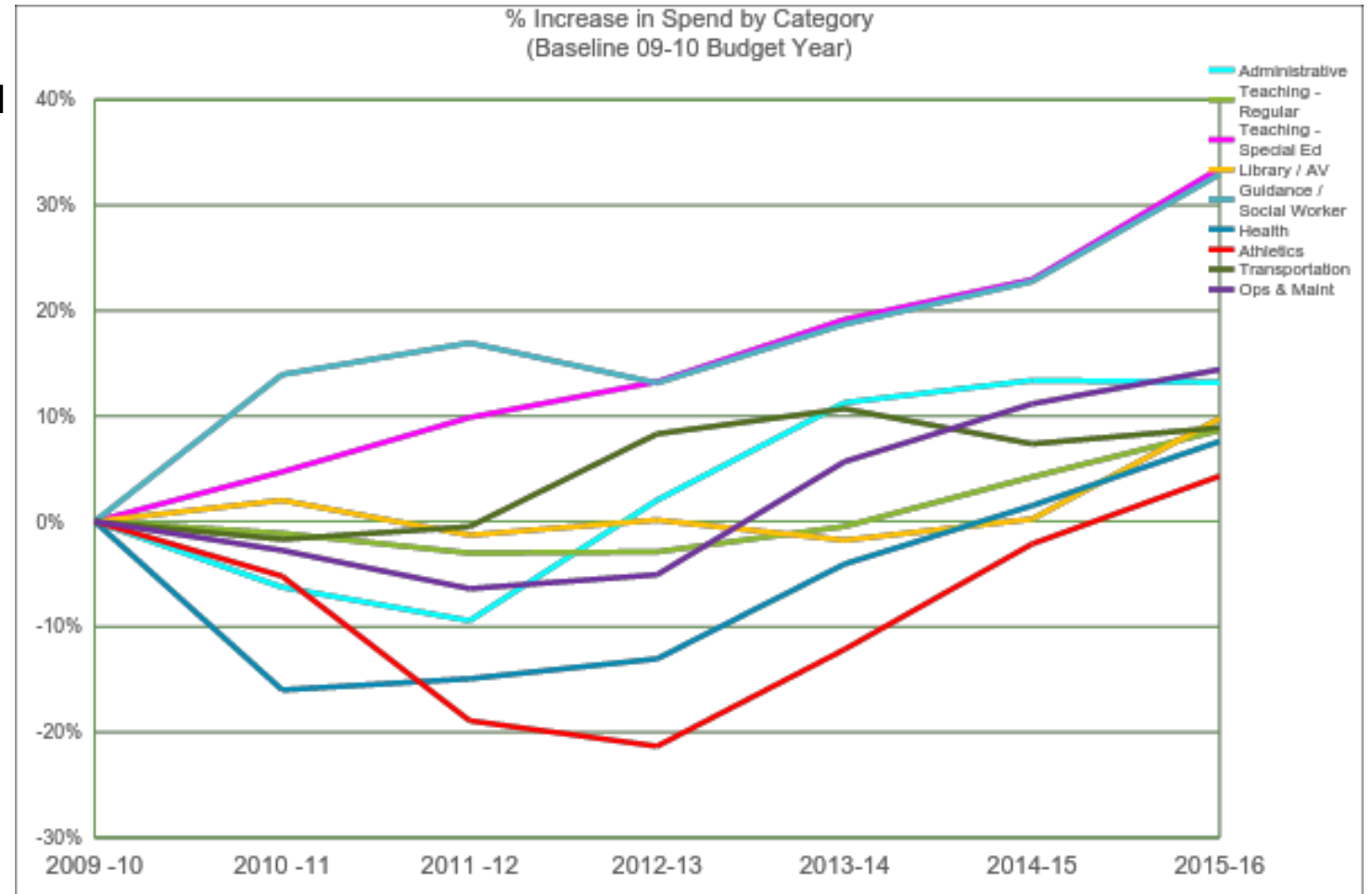
- *Project Lead the Way STEM* technology program
- Accelerated programs in Math, Science, World Language, Computer Programming and Art
- Modified athletics at the Middle School level provide multiple opportunities for student participation, including Volleyball, Soccer, Football, and Lacrosse
- Fosters student leadership and voice
- Diverse offerings of clubs and service organizations
- Rigorous preparation for HS studies

Dows Lane School:

- *Project Lead the Way STEM* technology program
- Development of exceptional foundational skills
- Enriched learning through a garden program and use of the outdoor classroom
- Rich character building program with a focus on Mindfulness
- Strong parent-based programs
- Enriched learning through programs that foster curiosity, creativity and inquiry

After Some Challenging Fiscal Years, We Are Restoring Program Health

- Some challenging budget years following the crisis of '08 caused us to cut spending in several categories, which we have since worked to restore
- Believing in intervention, and to provide for our most challenged learners, we have invested every year in Special Education and in Guidance & Social Work
- We have begun to restore our budget in maintenance, but our buildings and grounds are challenged and will likely need additional future investment or a possible bond
- In addition to the budget, we sought and passed a bond to invest in several areas of our facilities, including fields, vestibules, and other infrastructure needs



OUR VISION FOR THE FUTURE

Our View of the 21st Century

- Our students will need to be global citizens in a world that is growing ever smaller and more complex
- Our students will need to demonstrate ease with technology, to meet the demands of future workplaces and social environments
- Our students will, therefore, need to be flexible thinkers, problem solvers, effective communicators, and empathetic citizens
- Academic rigor in all content areas will be key to student success in the future

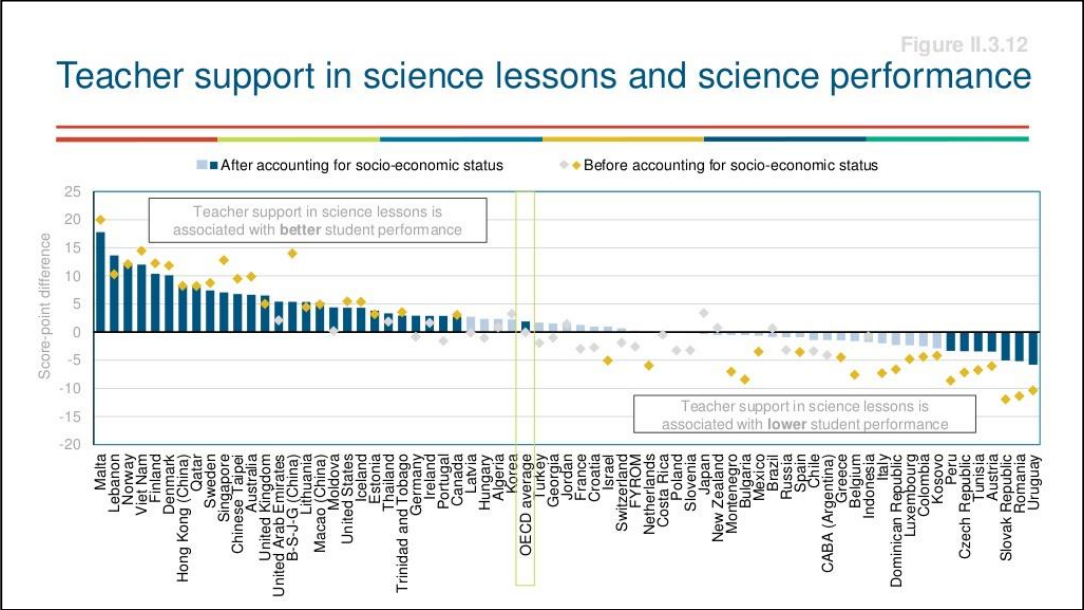
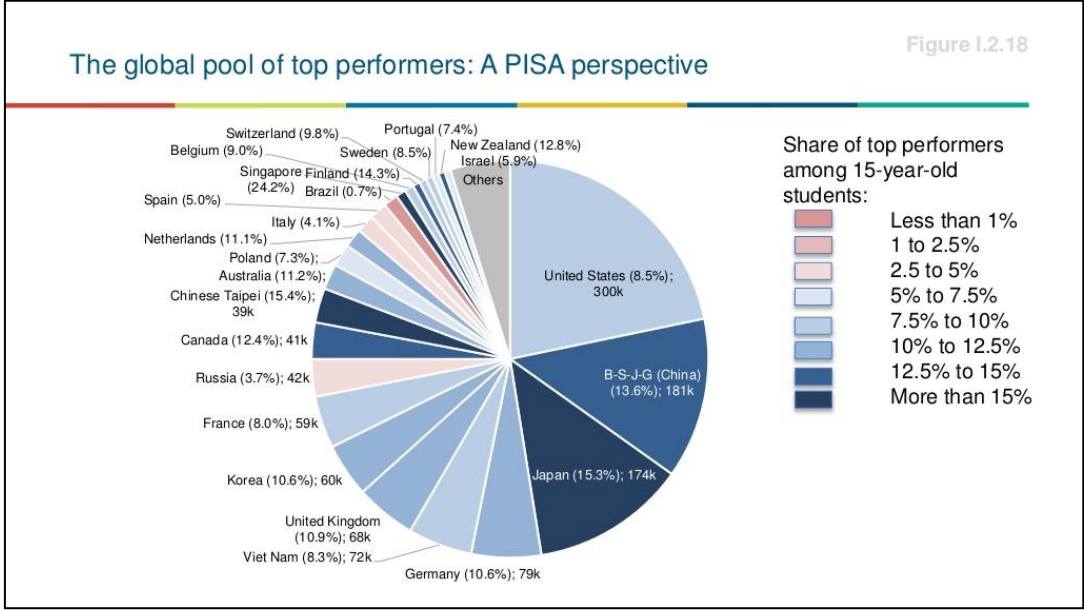
Backed by Global Educational Research

In 2015, the Organization for Economic Development studied education results across the globe and found that, generally speaking, “the smartest countries tended to be those that

- have acted to **make teaching more prestigious and selective**;
- helped schools **establish cultures of constant improvement**; and
- **applied rigorous, consistent standards across all classrooms.**”

Other OECD global studies have come to similar conclusions. Research done in 2010 concluded...that “three things matter most”:

- 1) **Getting the right** people to become teachers
- 2) **Developing** those people into **effective instructors**, and
- 3) Ensuring the system is able to deliver the **best possible instruction for every child**



Source: <http://www.oecd.org/pisa/>

Our Mission

The mission of the Irvington School District is to create a challenging and supportive learning environment in which each student attains his or her highest potential for academic achievement, critical thinking and life-long learning. Our schools encourage the discovery and development of students' individual strengths, skills and talents, and foster social and civic responsibility.

Our Core Beliefs and Vision

We believe in

- A community (educators, students, parents, community members) that fosters curiosity, understanding, innovation, compassion, creativity, social emotional development, academic excellence and achievement.
- A culture that acknowledges and respects individual differences, and provides for multiple opportunities for teacher and student learning and innovation.
- Schools that provide local-to-global learning experiences through an in-depth, broadly defined and interdisciplinary curriculum, supported with meaningful teaching practices and service opportunities.
- Students who demonstrate their learning through varied and diverse learning and assessment opportunities which measure all valued knowledge, skills and dispositions and attend to their needs, passions, strengths, interests, and learning styles.

Our Mission is Built on a Theory of Action, with Underlying Strategies & Action Plans to Achieve our Goals

- We have defined goals that focus our resources on our highest priorities. Each goal is further defined through a series of objectives.
- Our objectives, together with the key measures, constitute in a measurable way, steps toward meeting a particular goal.
- We will gauge achievement of our objectives and goals through a series of key measures. The key measures are quantifiable indicators that demonstrate our progress towards each objective.
- We have identified annual stretch targets or “benchmarks” of performance for each key measure.



To Achieve Our Vision, *We Will*

- Provide students with a rigorous, comprehensive, enriched and diversified curricula that will prepare students to achieve their personal best, and will integrate technology in their learning.
- Support educators through targeted professional learning and opportunities for collaboration.
- Encourage innovation, creativity and risk taking to inspire a dynamic learning environment.
- Foster the creation of a culture where students are active participants in society.
- Strengthen local connections to and ownership of our schools.
- Ensure the fiscal health of the district and provide for a high quality learning environment.

We will... Provide students with a rigorous, comprehensive, enriched and diversified curriculum that will prepare students to achieve their personal best and will integrate technology in their learning.

In order to develop successful 21st century learners that will be prepared to thrive in a rapidly evolving global society, the Irvington School District will:

- Provide students with rigorous authentic, learning experiences
- Develop a comprehensive curriculum that includes:
 - ❖ aligned and articulated content with defined learning outcomes
 - ❖ a balanced and systematic approach to assessment
 - ❖ 21st Century skills and dispositions-problem solver, flexible thinker, collaborative learner, effective communicator, empathetic citizen, self-reliant, reflective, creative, risk-taker
- Invest in the administration, faculty and staff to ensure the district is able to hire, grow, and deliver an enriching, comprehensive learning experience
- Provide professional development to support teachers to deliver a rigorous learning experience
- Implement a process of continuous instructional & curricular improvement

We will.. provide students with a rigorous, comprehensive, enriched and diversified curriculum.

Key Actions	Indicators of Success
Develop a district-wide, common definition for instructional language (rigor)	Establish a high standard for all instruction
Develop a process to identify, select, and implement new courses and programs	Introduction of new, well designed courses will expand opportunities
Develop a process to evaluate new and existing programs	Student experiences will enrich and prepare students for success
Develop a process for revision of curriculum and unit planners informed by student assessment	Challenging and relevant instruction in all courses
Develop and implement a range of assessments including formative, summative and performance-based	Newly-created assessments aligned with units of study
Identify opportunities to introduce new learning experiences	New or refined curricular/course experiences to expand and enrich learning

We will.... Support educators through targeted professional learning and opportunities for collaboration.

Key Actions	Indicators of Success
Provide targeted professional learning to support teacher growth and to promote a culture of constant improvement	A culture rich with teacher engagement will deepen instruction and provide for high quality learning experiences
Identify new opportunities for teachers to engage in professional learning that reduces time away from the classroom	Reduction in time out of class will support student and program growth
Increase opportunities for teacher collaboration and professional communication	Through collaboration teachers will implement rigorous, consistent standards across all classrooms
Celebrate the success and dedication of our administrators, faculty and staff.	Staff recognition experiences will enhance morale and allow the community to see our educators as the talented professionals they are

We will... prepare students to achieve their personal best by supporting all our learners.

Key Actions	Indicators of Success
Development and implementation of a comprehensive Response to Intervention (RtI) system	K-12 articulated RtI plan will ensure that students' needs are identified and supported
Professional development on RtI for faculty	All faculty and staff will be equipped to support and identify student needs
Implementation of AIMSweb to collect student data	Use data/analytics will provide critical insight into student growth
Use of AIMSweb to inform instruction and RtI process	Data-informed decision making to effectively identify student needs

*We will...*prepare students to achieve their personal best by inspiring a culture of innovation that will introduce unique learning experiences.

Key Actions	Indicators of Success
Continued growth of the Innovation Fund in partnership with the Irvington Education Foundation (IEF)	Student led grant opportunities will enrich learning experiences and inspire student ownership of learning
Creation of flexible learning spaces to provide for unique experiences	Varied styles of furniture and technology will reduce restrictions on instruction and learning
Encourage staff to explore new ideas, pedagogy, and courses to inspire students	Creative, inspired staff members will enhance learning of students and introduce them to new experiences

*We will...*integrate technology in their learning by empowering students to employ technology thoughtfully to enhance their reading, writing, speaking, listening, and language use.

Key Actions	Indicators of Success
Implement District Technology plan	Integration of technology in instruction
Expand the use and availability of devices to enrich learning	Development of a plan to increase the number of devices as necessitated by curricular needs and school initiatives at all levels
Maintain and support the operational needs of a technology-rich learning environment	Plan articulation and recommendations for enhancement
Identify opportunities for increased instruction of technology	Outline needs and priorities for each school

We will... Foster the creation of a culture where students are active participants in society.

- Provide experiences that value and develop global citizenry
- Embed civic engagement as a foundation of learning
- Present students with ample leadership opportunities
- Expand community partnerships to provide authentic learning experiences

We will... Foster the creation of a culture in which students become active participants in society by developing global citizenry, civic engagement, leadership capacity and personal responsibility.

Key Actions	Indicators of Success
Define global citizenry, civic engagement, personal responsibility and leadership	Published district definition of global citizenry which can include contexts such as: environment, world connection, collaboration, volunteering, social media, and social change
Support the development of character and dispositions through school culture, opportunities and behaviors	Student engagement and voice reflected in civic participation and citizenship
Provide for global learning experiences for all students	Each school will provide students with authentic learning experiences that will expose them to global topics and interaction with peoples across the globe
Promote digital citizenship among all students	Explicit instruction offered to all students and parents
Identify and align activities K-12	Articulated and coordinated experiences will provide for continuity and growth

We will... Strengthen local connections to, and ownership of, our schools.

- Continually assess communication structures to build partnerships that will support student learning
- Regularly assess the effectiveness of district and school communication structures and systems
- Identify opportunities to increase students' voice in all schools
- Include the community at large in more school-based programs
- Promote the value of service learning to build school community
- Expand advocacy partnerships to promote interests of IUFSD, our students, and the school community

We will... Strengthen local connections to, and ownership of, our schools.

Key Actions	Indicators of Success
Continually assess district and school communication structures and systems using surveys and other means	Develop/ adopt a mechanism evaluating the effectiveness of district and school communication structures
Develop multiple mechanisms and structures for maximizing communication with staff and the community	Identification of priorities for improved communication
Expand community partnerships to provide authentic learning experiences	Identification of current community partnerships Survey data from local community on their interest and willingness to engage in or support partnerships Identified targets for numbers and types of partnerships
Expand advocacy partnerships to promote interests of IUFSD, our students, and the school community	Identification of existing advocacy partnerships and supplement to support student learning Creation of strategic partnership council
Identify opportunities to engage community participation in school-based programs	Identify opportunities for new or expanded community programs Assess experiences community-based programs to inform future planning

We will... Build school pride & outreach by enhancing school spirit and refining our communications.

Key Actions	Indicators of Success
Create District-wide booster club to support all student programs	An organized booster club will be in place to support athletics and the arts.
Enhancement of communication tools as a means to better build connections with the community	Rollout of new website and aligned communication tools across the District
Foster growth of school image	Develop and implement new District identity; craft targeted school marketing materials; and spirit wear
Initiate a community-wide wellness campaign to support our students and families	Introduce a coordinated effort to proactively support and encourage wellness

We will... Ensure the fiscal health of the district and provide for a high quality learning environment.

- Develop and maintain a long-range budget projection
- Develop and maintain a long-range plan for the maintenance of buildings and grounds
- Define opportunities for greater operational and financial efficiencies

We will... Manage Our Fiscal Health by ensuring the District's financial security and providing for well-maintained facilities.

Key Actions	Indicators of Success
Perform analysis of district budget	Administration and BOE will have a deeper understanding of cost drivers and financial trends
Development and maintenance of a long-range financial plan	Publication of plan to inform financial planning
Development and maintenance of a long-range facilities plan	Publication of plan to inform financial planning and facility maintenance
Identification of opportunity for the reduction of expenses	Increased shared services & new efficiencies

To Achieve Our Vision, *We Will*

- ❖ Provide students with a rigorous, comprehensive, enriched and diversified curricula that will prepare students to achieve their personal best, and will integrate technology in their learning.
- ❖ Support educators through targeted professional learning and opportunities for collaboration.
- ❖ Encourage innovation, creativity and risk taking to inspire a dynamic learning environment.
- ❖ Foster the creation of a culture where students are active participants in society.
- ❖ Strengthen local connections to and ownership of our schools.
- ❖ Ensure the fiscal health of the district and provide for a high quality learning environment.

And, our students and schools will thrive.

Bringing the Vision to Life

To realize this vision, commitment from all stakeholders is required

- Board, administration, faculty, staff, and community

Critical steps to implementation

- Finalization of plan goals and objectives
- Development of actions plans on a District and school level
- District and School Goals will be based on the Strategic Plan
- Semi-annual updates from leadership
- Plan to remain flexible to accommodate emerging needs
- Superintendent to provide annual report to the Board of Education & Community

DISCUSSION
