



The 2021-22 Focus

District & Administrative Goals
October 26, 2021

Goal Structure and Hierarchy

Model for District Goal Development & Implementation

Goal Hierarchy

1. Strategic Plan
 - a. District goals & objectives
 - i. Building/department goals

Goal Structure & Process

- All goals are aligned with the Strategic Plan
- Overarching District goals are supported by school/department-based goals and action plans
- School/department goals will be shared via report format
- District goals updated at year's end

All Future Work Will Be Aligned with our *Vision for Tomorrow*

To achieve its mission and vision, and to provide for the future of its students, the Irvington Union Free School District will:

1. 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.
2. Encourage innovation, creativity and risk taking to inspire a dynamic learning environment.
3. Foster the social and emotional growth of all students and promote a culture where students are active participants in society.
4. Support educators through targeted professional learning and opportunities for collaboration.
5. Strengthen local connections to and ownership of our schools.
6. Ensure the fiscal health of the District and provide for a high quality learning environment.

Strategic Plan: *Our Vision for Tomorrow*

Our Mission for Today

The mission of the Irvington Union Free 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 lifelong learning.

Our schools encourage the discovery and development of students' individual strengths, skills and talents, and foster social and civic responsibility.

Our Vision for Tomorrow

A community (educators, students, parents, community members) that fosters curiosity, understanding, innovation, compassion, creativity, social-emotional well-being, academic excellence and achievement.

A culture that acknowledges and respects individual differences and provides for varied opportunities for teacher and student learning and innovation.

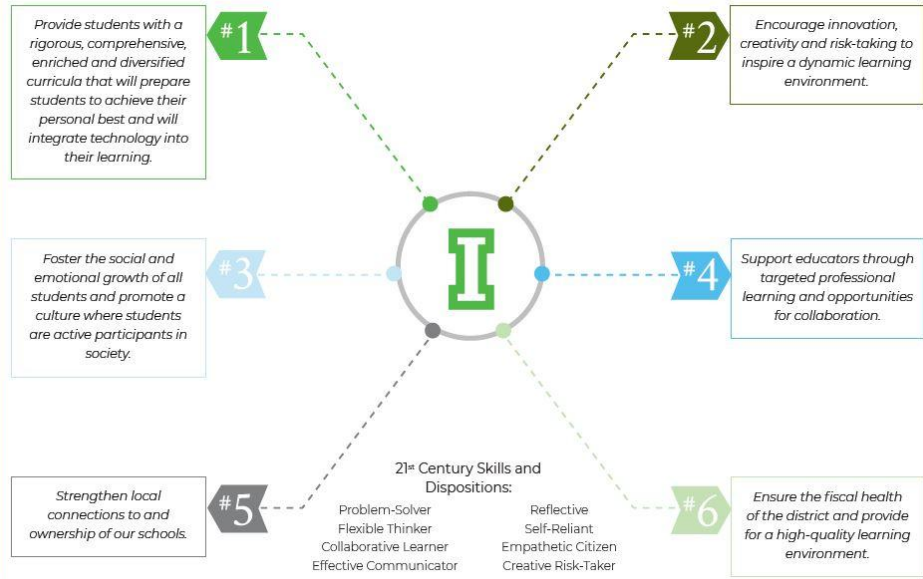
Schools that provide local-to-global learning experiences through an in-depth, broadly defined and interdisciplinary curriculum, supported with meaningful teaching practices and service opportunities.

Students who demonstrate their learning through varied and diverse learning and assessment opportunities that measure valued knowledge, skills and dispositions and attend to their needs, passions, strengths, interests and learning styles.



IRVINGTON UNION FREE SCHOOL DISTRICT

The Strategic Objectives will serve as a foundation of all aspects of District and Board of Education work. Critical decision making such as budgeting, program development and facility enhancement shall be aligned with the District Mission and Strategic Objectives. To achieve its mission and vision, and to provide for the future of its students, the Irvington Union Free School District will:



2021-22 Goal Overview

Focus #1: Strategic Leadership: Implementing *Our Vision for Tomorrow*

- Objective A: Advancing the Strategic Plan
- Objective B: Identify opportunities to increase stakeholder engagement

Focus #2: Instructional Leadership: Curriculum and Instruction

- Objective A: Implement instructional practices that elevate student thinking and understanding
- Objective B: Develop a balanced assessment system that measures students' content knowledge, skills, and dispositional thinking
- Objective C: Increase the use of data to inform instruction and planning

Focus #3: Financial and Operational Leadership

- Objective A: The Business and Operations initiatives shall support the Strategic Plan and the District's finances and operations

Focus #1: Strategic Leadership: Implementing Our Vision for Tomorrow



Focus #1 - Objective A: Advancing the Strategic Plan

Outcome	Key Activities and Strategies	Supporting Evidence	Strategic Objective Alignment	Timeline
Strategic Plan advanced to provide for the implementation of our Vision for Tomorrow	Development of a plan to renew the Strategic Plan	Board of Education approved plan and/or contract with facilitator	1-6	May 2022
	Update Professional Development Plan	Plan revised to reflect current needs and initiatives.	1, 2, 3, 4, 6	Winter 2022
	Update District Technology Plan	Updated plan to outline future objectives, needs, and goals	1, 2, 3, 4, 6	May 2022
	Expand and Implement District Data Plan	Use of data to inform decision making and quantifiable measures of student success	5	2021-22 School Year
	Ongoing Strategic Plan updates for the BOE and community	Targeted communications designed to educate community on the <i>Vision for Tomorrow</i>	5	2021-22 School Year
	Renewed process to evaluate Master Schedule opportunities 6-12	Study committees created; interim progress reports; recommendations	1, 2, 3, 4, 5, 6	Multi-year goal March 2023 - Final recommendation
	Initiate process to review school start times K-12	Study committees created; interim progress reports; recommendations	1, 2, 3, 4, 5, 6	Multi-year goal December 2022 - Final recommendation

Focus #1 - Objective B: Identify opportunities to increase stakeholder engagement

Outcome	Key Activities and Strategies	Supporting Evidence	Strategic Objective Alignment	Timeline
Increased stakeholder engagement	Administration to re-envision opportunities to engage stakeholders including students and those who may have been historically marginalized	Promotion and facilitation of coffees in non-traditional venues to enhance engagement	5	2021-22 School Year
	Enhance reporting/communication on SEL and DEI initiatives	Published communications, community programs, and public presentations	3, 5	2021-22 School Year
	Formulation of stakeholder committee to increase community engagement	Targeted, creative efforts to increase engagement	2, 5, 6	November 2021
	Continued stakeholder participation in District and school committees	Participation in SEL, DEI, Code of Conduct, Engagement, Restorative Justice, etc. committees	1-6	2021-22 School Year

Focus #2: Instructional Leadership: Curriculum and Instruction



Focus #2: Objective A: Implement instructional practices that elevate student thinking and understanding

Outcome	Key Activities and strategies	Supporting Evidence	Strategic Objective Alignment	Timeline
<i>Implement instructional practices that elevate student thinking and understanding</i>	Develop a shared understanding of SEL competencies and CR-SE principles. Review current programs and needs through surveys & small group discussions with students and staff.	District and School SEL Teams meetings; Dedicated professional learning; Completion of lead learner Cohorts 1 & 2; Completion of book clubs; Integration into/revision of school & District programs; Finalized vision statement; Identified data collection strategies	1, 2, 3, 4, 5	2021-22 school year
	Unit planners reflect SEL competencies and CR-SE principles.	Revised unit planners/lesson plans, instructional materials, learning experiences.	1, 2, 3, 4, 6	2021-22 school year
	Multi-year plan for the integration of SEL competencies and CR-SE principles	Published plan outlining a multi-year approach to enhancing student experiences and District/school practices	1, 2, 3, 4, 6	June 2022

Focus #2 - Objective B: Develop a balanced assessment system that measures students' content knowledge, skills, and dispositional thinking

Outcome	Key Activities and Strategies	Supporting Evidence	Strategic Objective Alignment	Timeline
<i>A balanced assessment system that measures students' content knowledge, skills, and dispositional thinking</i>	Expansion of formative and summative assessments to enable students to demonstrate knowledge, skill and growth over time in a culturally responsive manner	Assessments that are inclusive of varied learning styles	1, 2, 3	June 2022
	Review honors course placement process	Updated placement process	1, 2, 3, 4, 5	March 2022
	Assess special education referral process to ensure it is culturally responsive	Quality needs indicator assessment; Indicator 9 audit; adjustment to District practices	1, 2, 3, 4, 5	2021-22 School Year
	Use of technological tools and applications to provide ongoing feedback on student growth and achievement	Implementation of new assessment strategies; increased data to assess student progress	1, 2, 3, 4, 5	2021-22 School Year

Focus #2 - Objective C: Increase the use of data to inform instruction and planning

Outcome	Key Activities and Strategies	Supporting Evidence	Strategic Objective Alignment	Timeline
<i>Use of data to inform instruction and planning</i>	Administrator and Instructional Leaders trained in Data Wise and 5Lab platform	Completion of training; facilitation of data team meetings; enhanced use of data and data analysis	3, 4	Fall/Winter 2021
	Targeted Board of Education school visits	School visits to increase understanding of student growth and program implementation	1, 5	Winter 2021-22
	Expand warehoused data to assess student growth and program/curricular success	Additional data sets added to 5Lab; data studies; enhanced Student Performance Report	1, 2, 3, 4, 5	2021-22 School Year
	Continued expansion of data use at all levels	Administration and analysis of surveys; use of focus groups to collect experiential and perceptual data; Data-centered school/department activities	1, 2, 3, 4	2021-22 School Year

Focus #3: Financial and Operational Leadership



Focus #3 - Objective A: The Business and Operations initiatives shall support the Strategic Plan and the District's finances and operations

Outcome	Key Activities and Strategies	Supporting Evidence	Strategic Objective Alignment	Timeline
<i>The Business and Operations initiatives support the Strategic Plan, and enhance the District's finances and operations</i>	Update long-range financial plan	Presentation and implementation of plan	5, 6	December 2021
	Assess and enhance Business Office personnel roles and responsibilities	Recommendations for restructuring responsibilities and staffing levels	4, 6	Fall 2022
	Timely completion of Capital Project Phase 2 within projected budget	BOE presentations/discussions; community communications; construction scheduled and commenced	1, 2, 5, 6	September 2022
	Exploration of eco-friendly measures to reduce energy use, reliance on natural resources, waste, etc.	Sustainability Committee & Buildings and Grounds Committee recommendations influence policy, practice, operations & budget	2, 5, 6	2021-22 School Year

The 2021-22 Goal Progress & Updates

Highlights related to goal achievement will be seen through:

- Scheduled Board of Education workshops
- Mid-year Board of Education-Administrative roundtable
- End-of-year presentation
- Published reports
- Newsletter updates and website/social media publications

2021-22 Board of Education Meeting & Workshop Calendar

2021-22 Board of Education Meeting Schedule*

All meetings begin at 7:30 p.m. in the Campus Presentation Room Unless Otherwise Noted

DATE	REGULAR MEETING TOPIC(S)	DATE	WORK SESSION
July 6, 2020 - 6:30 pm	Reorganization meeting	August 24	Reopening Plan Annual School Quality Report Presentation
September 14	Business Agenda & Committee Reports Reopening Update	September 28	Presentation: Creating Welcoming Schools Through SEL and Diversity, Inclusion and Equity Audit Committee Meeting
October 12	Business Agenda & Committee Reports Audit Presentation Student Recognition	October 26	BOE Recognition Workshop: Goal Presentation
November 9	Business Agenda & Committee Reports Student Recognition	November 23	Student Performance Report and District Data Use
December 7	Business Agenda & Committee Reports Student Recognition	December 21	Updated Long-Range Financial Plan
January 11	Business Agenda & Committee Reports Student Recognition	January 25	Workshop: BOE-Admin Roundtable 1:1 initiative at HS update
February 8	Business Agenda & Committee Reports Presentation: Budget Landscape & Operations 2021-22 Calendar Discussion Student Recognition		
March 8	Business Agenda & Committee Reports Presentation: Budget Curriculum Calendar adoption Student Recognition	March 22	Presentation: Superintendent's Proposed Budget Discussion
April 5	Business Agenda & Committee Reports Budget Discussion Student Recognition	April 19	2021-22 Budget Adoption Presentation: The Revised Code of Conduct
May 3	Business Agenda & Committee Reports Public Hearing 2021-22 Budget	May 17	Budget Vote/Member Election
June 7	Tenure/Retiree Reception (6:30 pm) Business Agenda & Committee Reports Approval of Tenure Student Recognition	June 21	Workshop: How IUFSO has excelled, advanced and grown
July 5 - 6:30 pm	Reorganization Meeting Student Recognition (Val/Sal, Other)		

Discussion

