



The 2022-23 Focus

District & Administrative Goals
September 20, 2022

Goal Structure and Hierarchy

Model for District Goal Development & Implementation

Goal Hierarchy

1. Strategic Plan - to be updated this year
 - 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-based 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.

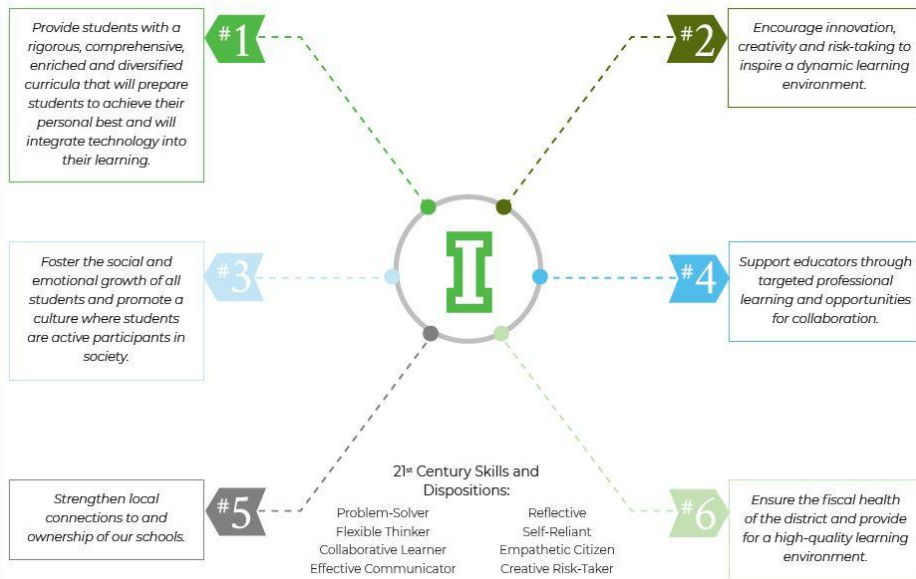
Schools that provide local-to-global learning experiences through an in-depth, broadly defined and interdisciplinary curriculum, supported with meaningful teaching practices and service opportunities.

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:



2022-23 Goal Overview

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

- Objective A: Renewing 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

District initiatives of DEI, SEL, and data use will be woven throughout each of the three objectives

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
<i>Strategic Plan advanced to provide for the implementation of our Vision for Tomorrow</i>	Facilitate process to renew/ update the Strategic Plan	Stakeholder engagement in plan development; completed plan presented and published	1-6	May 2023
	Updated Instructional Technology Plan will be publicly presented	Plan presented and published; new technology standards introduced	1, 2, 3, 4, 6	November 2022
	Assess K-12 school counseling program	Report outlining program strengths and opportunities for growth	1, 2, 3, 4, 6	Spring 2023
	Expanded data use and analysis	Enriched student performance report; increase collection and analysis of data to inform planning and instruction	5	2022-23 School Year
	Develop recommendation to reintroduce early world language	Recommendation for a potential K-5 world language program to be presented to the BOE	5	March 2023

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

Outcome	Key Activities and Strategies	Supporting Evidence	Strategic Objective Alignment	Timeline
Increased stakeholder engagement	Introduction of opportunities to build and strengthen relationships with the school community	In partnership with stakeholder groups; facilitate events designed to foster trust and increase engagement	5	2022-23 School Year
	Consistent reporting/communication on the DEI initiative	Development of a DEI webpage; quarterly BOE reports; published communications; community programs	3, 5	2022-23 School Year
	Utilize community partnerships (committee) to perform outreach to families	Increased attendance at school events; participation representative of District demographics	2, 5, 6	2022-23 School Year
	Utilization of new communication platform to enhance engagement	Introduction of texting tool; communications to be available in multiple languages	12, 5, 6	2022-23 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>	Provide ongoing professional learning to ensure learning experience (curriculum & instruction) are culturally responsive and enable students to consider content through various viewpoints	Completed professional development; enhanced, diversified learning experiences; introduction of new opportunities	1, 2, 3, 4, 5	2022-23 School Year
	Introduce inclusive curriculum survey to assess degree to which CR-SE is realized in student experiences through changes in instructional practice	Survey data	1, 2, 3, 4	2022-23 School Year
	SEL experiences aligned with the CASEL framework will be integrated into student learning K-12	Enriched student experiences that support SEL; focused lessons led by SEL team & teachers	1, 2, 3, 4	2022-23 School Year
	Integration CR-SE principles into instruction and student experiences.	Inclusive curriculum survey data; revised/updated unit planners/lesson plans, instructional materials, learning experiences	1, 2, 3, 4	2022-23 School Year

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>	Review assessments through the lens of the CR-SE framework	Assessments that are inclusive of varied learning styles and accurately measure every student's knowledge and skill in a culturally-responsive manner	1, 2, 3	2022-23 School Year
	Identify measures of SEL proficiency	Enhanced measures of assessment; new data sets; identification of student needs	1, 2, 3	2022-23 School Year
	Identification of valid and reliable Progress Monitoring practices	Progress monitoring audits 3x per year with report cards; implement data inquiry PD; District-wide Orton Gillingham training; Development of a 3-5 year plan to support progress monitoring practices	1, 2, 3, 4	2022-23 School Year
	Create and include assessments that are inclusive of varied learning styles (ex: written, verbal, kinesthetic, etc.)	Assessments that allow all students to demonstrate their knowledge and growth over time and are inclusive of varied learning styles	1, 2, 3, 4	2022-23 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>	Continued participation in DataWise training and implementation of related practices	Enhanced data use and development of a more data-reliant culture	1, 2, 3, 4	2022-23 School Year
	Targeted Board of Education school visit	School visit to increase understanding of student growth and program implementation	1, 4, 5	Winter/Spring 2022-23
	Expand warehoused data to assess student growth by subgroups and program/curricular success	Additional data sets added to 5Lab; data studies; enhanced Student Performance Report	1, 2, 3, 4, 5	2022-23 School Year SPR Jan 2023
	Continued expansion of data use at all levels	Administration and analysis of surveys; Data-centered school/department activities	1, 2, 3, 4	2022-23 School Year
	Identification of measures of success	Departments to identify data points that identify measures of student success and curricular efficacy	1, 2, 3, 4	2022-23 School Year
	Devise method to communicate strategic plan goal progress to the school community	Introduction of methodology	1, 2, 3	Summer 2023

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 2022
	Develop sustainability plans inclusive of landscaping	Creation of plan to guide future District to increase sustainability and to enhance landscaping, include more native species	4, 6	November 2022
	Complete Capital Project Phase 2 within projected budget	Completion of all construction projects; budget analysis	1, 2, 5, 6	November 2022
	Review payroll process to identify opportunities for efficiency	Introduction of new, revised processes and technologies to support operations	6	2022-23 School Year

The 2022-23 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

DATE	REGULAR MEETING TOPIC(S)	DATE	WORK SESSION
July 5, 2022 - 6:30 pm	Reorganization meeting	August 23	Business Agenda Reopening Plan
September 6	Business Agenda & Committee Reports Reopening Update	September 20	Audit Committee Meeting
October 11	Business Agenda & Committee Reports Presentation: Annual District Goals Audit Presentation Student Recognition	October 25	BOE Recognition Strategic Planning Kickoff Meeting
November 9 (Weds)	Business Agenda & Committee Reports Instructional Technology Plan Student Recognition	November 22	Planning for District-wide Practices of Sustainability
December 6	Business Agenda & Committee Reports Updated Long-Range Financial Plan	December 20	Annual School Quality Report Presentation Student Recognition (Fall sports recognition)
January 10	Business Agenda & Committee Reports Student Performance Report and District Data Use	January 24	Workshop: BOE-Admin Roundtable Student Recognition IMS Geo Bee/MSS Spelling Bee
February 7	Business Agenda & Committee Reports Presentation: Early World Language 2022-23 Calendar Discussion Student Recognition	February 28	Presentation: Budget Landscape & Operations
March 14	Business Agenda & Committee Reports Presentation: Budget Curriculum 2022-23 Calendar adaption Student Recognition	March 28	Presentation: Superintendent's Proposed Budget Discussion
April 11	Business Agenda & Committee Reports Budget Discussion Student Recognition	April 25	2022-23 Budget Adoption
May 9	Business Agenda & Committee Reports Public Hearing 2021-22 Budget	May 16	Budget Vote/Member Election
		May 23**	Strategic Plan Presentation
June 6	Tenure/Retiree Reception (6:30 pm) Business Agenda & Committee Reports Approval of Tenure Student Recognition (Val/Sal)	June 20	Workshop: How IUFSB has excelled, advanced and grown Fund Balance Projection
July 5 - 6:30 pm	Reorganization Meeting Student Recognition		

Discussion

