



The 2018-19 Focus

District & Administrative Goals
September 25, 2018

2018-19 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.

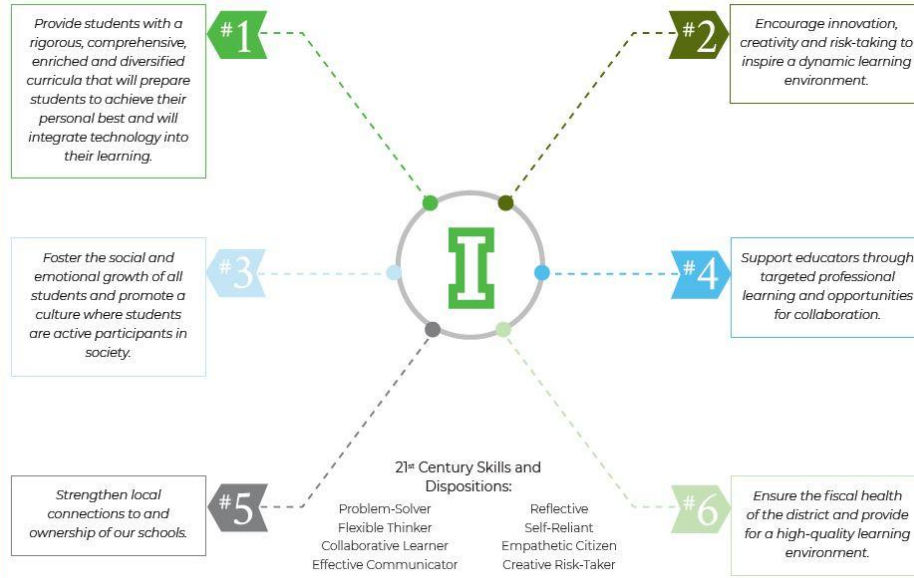
Schools that provide local-to-global learning experiences through an in-depth, broadly defined and interdisciplinary curriculum, supported with meaningful teaching practices and service opportunities.

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:



2018-19 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
- Objective C: Enhance communication to engage, inform, and educate District stakeholders while enhancing the District brand.

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
<i>Advancing the Strategic Plan to provide for the implementation of our Vision for Tomorrow</i>	Identification of long-range staffing and program needs that support the implementation of the Strategic Plan	Presentation of needs that support the implementation of our <i>Vision for Tomorrow</i> ; Budgetary recommendations to reflect need and goals	1-6	October - November 2018
	Update District Plan for Curriculum and Professional Learning	Updated plan to outline future objectives, needs, and goals	1, 2, 3, 4, 6	September - October 2018
	Update District Technology Plan	Updated plan to outline future objectives, needs, and goals	1, 2, 3, 4, 6	September - October 2018
	Publish Strategic Plan updates for the BOE and community	Targeted communications designed to educate community on the <i>Vision for Tomorrow</i> ; Presentation to highlight Plan progress and future objectives	5	September 2018 - June 2019 November 2018

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

Outcome	Key Activities and strategies	Supporting Evidence	Strategic Objective Alignment	Timeline
<i>Identify opportunities to increase stakeholder engagement</i>	Increased articulation of Strategic Objectives through development of print materials: posters, palm cards, etc.	Production of materials; Publication of targeted communications	5	September-October 2018 2018-19 school year
	Facilitate process to design, produce, and display school banners that communicate SO/District values and goals.	Facilitation of process; Development and display of banners	2, 3, 5	Winter-spring 2019 June 2019
	Continued alignment of District work to align with the Strategic Outcomes as will be seen through BOE workshops & discussions and budgeting process	Continued linkage to the plan through District programs, presentations, initiatives, etc	1-6	2018-19 school year

Focus #1 - Objective C: Enhance communication to engage, inform, and educate stakeholders while enhancing the District brand.

Outcome	Key Activities and strategies	Supporting Evidence	Strategic Objective Alignment	Timeline
<i>Continue to enhance communication to engage, inform, and educate District stakeholders while enhancing the District brand.</i>	Continue to add content and resources to the District website	Continued development of the website through the addition of content and resources	5	2018-19 school year
	Develop a new Constant Contact template that reflects the District brand and aligns with the website visually	Implementation of the new template	5	September 2018
	Superintendent to host coffees with constituents possibly including: community, staff, and secondary students	Promotion and facilitation of coffees	1-6	2018-19 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>	All unit planners uploaded to Rubicon Atlas	Unit planners for all subjects & courses uploaded to Rubicon Atlas	1, 2, 3, 4, 5	January 1, 2019
	Implementation of a K12 STEM continuum	Implementation of K-2 PLTW	1, 2, 3, 4	2018-19 school year
	Maximize Professional Development experiences	Schedules for Superintendent Conference Days; Targeted experiences: Bard, Metamorphosis, Foundations, World languages, etc; Professional Learning Release Days (PLRD) Implementation; Pilot use of webinar-based learning for staff	1, 2, 3, 4	2018-19 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>Develop a balanced assessment system that measures students' content knowledge, skills, and dispositional thinking</i>	Develop a timeline for the alignment of assessments with unit planners	Identify a target date for the alignment of assessments	1, 3	June 2019
	Develop a plan for the implementation of pilot capstone projects	Plan developed and structures established to support pilot program(s).	1, 2, 3, 4, 5	June 2019
	Implement program assessment model	Program assessments performed involving each school and department; Reports produced	1, 2, 3	June 2019

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>Increase the use of data to inform instruction and planning</i>	Development of District-wide discipline report	Quarterly production of the report	3, 4	2018-19 school year
	Targeted Board of Education school visits	School visits to increase understanding of student growth and program implementation	1, 5	Winter 2018-19
	Professional learning for administrators from K12 Insight related to the 2018 survey data	Completion of learning session; Development of school specific inquiry topic	1, 2, 3, 4	October 23, 2018
	Expansion of the role of the data manager to support focus on data-informed leadership	Create model for data organization and analysis; Examples of deeper analysis to be integrated into the Student Performance Report	1, 2, 3, 4	Fall 2018 April 2019

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 shall support the Strategic Plan and the District's finances and operations</i>	Develop long-range financial plan	Presentation and implementation of plan	5, 6	November 2018 - June 2019
	Develop capital bond project for a public referendum	Referendum	1, 2, 5, 6	May 2019
	Settle contracts with the CSEA Custodial Unit and IAA	Settlement of physically responsible, fair contracts	5, 6	ASAP

The 2018-19 Goal Progress & Updates

Highlights related to goal achievement will be seen through

- Scheduled Board of Education Workshops
- Mid-year BOE-Administrative Roundtable
- End-of-year school presentations
- Published reports
- Newsletter Updates and website publications

2018-19 Board of Education Meeting & Workshop Calendar

DATE	REGULAR MEETING TOPIC(S)	DATE	WORK SESSION
July 2- 8:00 am		August 21 - 6:30pm	
September 4	Business Agenda & Committee Reports	September 25	Workshop: Goal Presentation Student Recognition Student Recognition: Math 24
October 9	Business Agenda & Committee Reports Student Recognition	October 23	BOE Recognition Workshop: Technology/PLTW
November 6	Business Agenda & Committee Reports Student Recognition	November 20	Workshop: Long-range plan - fiscal, SP update, future needs
December 4	Business Agenda & Committee Reports Student Recognition (Fall sports recognition?)	December 18	Workshop: Curriculum & PD Plan
January 8, 2019	Business Agenda & Committee Reports	January 22	Student Recognition MSS Spelling Bee Workshop: New Roundtable Model
February 12	Business Agenda & Committee Reports Presentation: Budget Operations 2019-20 Calendar Discussion Student Recognition IMS Geo Bee	January 17	Tentative BOE Retreat
March 5	Business Agenda & Committee Reports Presentation: Budget Curriculum Calendar adoption Student Recognition	March 19	Presentation: Superintendent's Proposed Budget Discussion Student Recognition MSS Geo Bee
April 2	Business Agenda & Committee Reports Budget Discussion Student Recognition (Student Athletes? Geo Bee?)	April 23	2019-20 Budget Adoption Student Performance Report - examples of expanded data focus
May 7	Public Hearing 2019-20 Budget Business Agenda & Committee Reports Approval of Tenure Student Recognition	May 14	Workshop: K-5 to highlight SP-related initiatives/accomplishments - Program Assessment
May 21	Budget Vote/Member Election		
June 4	Tenure/Retiree Reception (6:30 pm) Workshop: 6-12 highlight SP-related initiatives/accomplishments - Program Assessment Student Recognition (Val/Sal)	June 18	Workshop: Preliminary 19-20 Goal Discussion

Discussion

