



Greenburgh Central  
School District

# *End-of-Year Review and a Look Ahead*

Dr. Linda J. Iverson | Superintendent of Schools

June 13, 2022

# Our Purpose

- To provide an end-of-year summary and a look at next steps in five focus areas:
  - Organizational Capacity and Alignment
  - Student Achievement
    - Instructional Leadership
  - Business and Finance
    - Operations & Maintenance
    - Food Service
    - Human Resources
    - Transportation
  - Community Relations and Communications/  
Parental Involvement and Engagement

# We'll Review

- How we began
- What we've learned
- What we've accomplished
- Where we're going

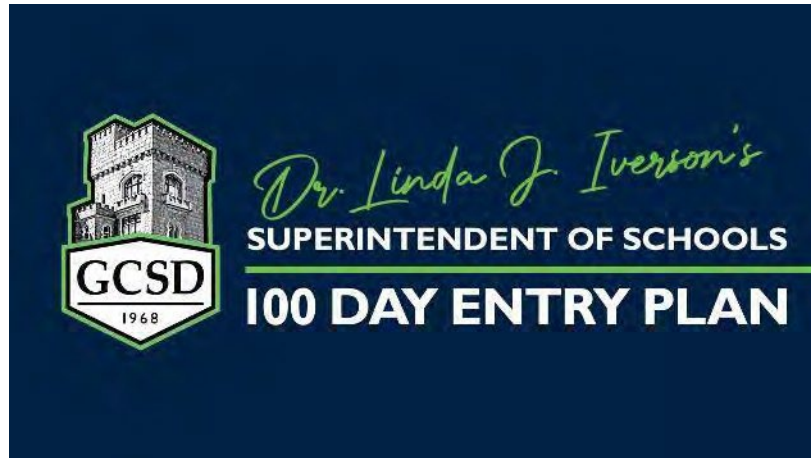


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*How we Began*

# How We Began

- The Superintendent's Entry Plan
- Listening and Learning Tour



# How We Began

- **Phase One:**  
**Completed**  
**16 One- on-One**  
**Meetings**
- **Phase Two:**  
**Completed**  
**Focus Groups and**  
**Voice Sessions**
- All District Instructional and Non-Instructional Staff including administrators, teachers, TAs, security, aides
- District Central and Building Administrators
- Parents at Each School
- Community Stakeholders
- Government Officials
- Civic Associations
- Education Leaders
- **STUDENTS!**



# Results of Student Voice Sessions

Are you proud to be a student at WMHS? Why or Why Not?	Responses	Yes	No	Other
Grade 9	128	96 (81%)	23 (19%)	Yes & No: 5 Neither: 2 No Response: 2
Grade 10	34	26 (90%)	3 (10%)	Yes & No: 1 Neither: 4
Grade 11	36	21 (69%)	9 (31%)	Yes & No: 4 Neither: 2
Grade 12	13	9 (69%)	4 (31%)	N/A





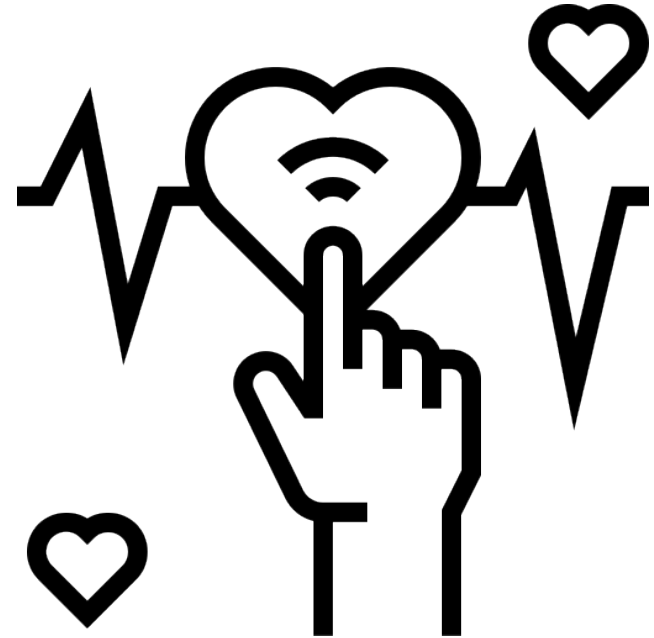
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*What We've Learned*



# What We've Learned – General Impressions of GCSD

- Teachers really care about the students
- There is a negative perception of the high school that it is not safe  
i.e., fights in schools despite the many good things happening there
- There needs to be a clarity on funding
- Community does not have trust in our buildings
- Inconsistency in public perception
- Community pays a lot of taxes
- District staff not held accountable



# What We've Learned – Our Strengths

- IB and ALP programs
- World Languages
- Rich in diversity
- Clean district audits
- Strong ELA curriculum
- Financial staff is cross-trained
- 1:1 device program for every student
- District has no debt
- High level of community partnerships and parental involvement and engagement





## What We've Learned – Implement the Theory of Action | Year Zero

*“If we are going to increase student achievement in the Greenburgh Central School District, **then** we must **build systems, structures and an instructional platform that transforms adult practice**, aligns **organizational capacity**, and **maximizes resources** in a safe, secure and welcoming environments of mutual respect, mutual collaboration and shared accountability among all stakeholders.”*

# What We've Learned – How We Will Do This

- By focusing on improved practices of **the adults in the system** through:
  - **High expectations** for leaders in formal and informal roles
  - **High Accountability** for leaders in formal and informal roles
  - With **High Levels of Support** for leaders







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*What We've Accomplished This Year*  
*Presented by Area*



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# *District Accomplishments*

# District Accomplishments

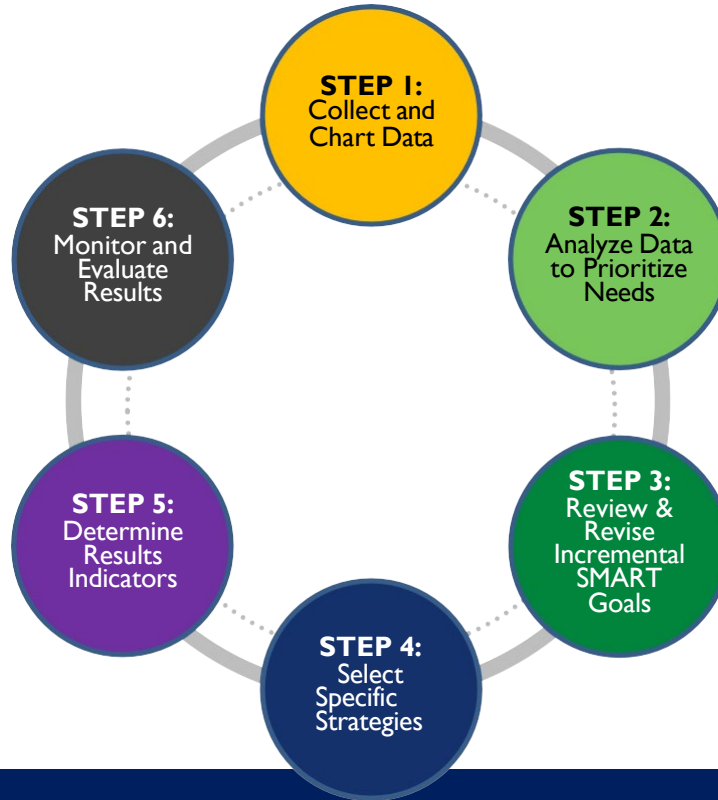
- **Hired** Assistant Superintendent for Curriculum, Instruction, and Personnel
- **Hired** Assistant Superintendent for Business
- **Hired** Director of Pupil Personnel Services (PPS)
- **Hired** Director of IB, WL, ENL Programs
- **Created** Human Resource Coordinator position
- **Maintained** in-person learning throughout pandemic and welcomed partners back to our schools
- **Developed** and Implemented a Weather-Related Remote Learning Plan
- **Initiated** partnership with Targeted Leadership Consultants (TLC)
- **Collaborated** with Equal Opportunity Schools focused on equity (WMHS)



# District Accomplishments

- **Implemented** a rigorous process for recruiting and hiring highly qualified staff
- **Leveraged** District Organizational Chart to maximize human capital
- **Implemented** a standardized process for recommending certified staff for tenure to the Board
- **Partnered** with the Westchester County Department of Health to implement weekly testing by Mirimus, the Test to Stay Program, and vaccination clinic
- **Introduced** a Six-Step, Data-Driven Decision Making (DDDM) Process to assist administrators and teachers to analyze data to increase their capacity to inform instruction more aligned with students' needs

# Instructional Leadership



# District Accomplishments

- **Conducted** comprehensive audit of the existing budget while identifying opportunities for efficiency
- **Conducted** comprehensive audit of Title I, IIA, III, IV, IDEA 611, IDEA 619, Universal Pre-Kindergarten (UPK), and My Brother's Keeper (MBK)
- **Revised** the WMHS course catalog and added courses aligned to core values
- **Reinstituted** pre-pandemic District Wide events, traditions and extracurriculars such as homecoming, Winter Concert, Spring Musical, Fall and Winter Sports

# What We've Accomplished – Targeted Leadership

- This initiative will strengthen practices already in place
- It is a model for effective PLC work involving data to guide instructional practice and professional learning
  - Working smarter – not harder – yields more results for no additional effort.
- Introduce Cycles of Professional Learning as the district model to deliver consistent professional development to the adults in the system

# What We've Accomplished – Targeted Leadership

- To assist the District to Design, Develop and Implement a coherent and comprehensive distributed leadership model to improve principal instructional leadership, teacher practice and student learning
- To provide leaders with a leadership framework, a set of expectations for leaders and a leadership rubric to help them guide the work of within the system
- To improve the current PLC structure in the district and refine skills and strategies of PLC leaders to lead effective, results-driven efforts at whole school improvement “from their seat”
- To assist Central Office leaders to realign their roles in such a way as to better support the instructional leadership work of the schools

# What We've Accomplished – Connecting the Three Areas of Work





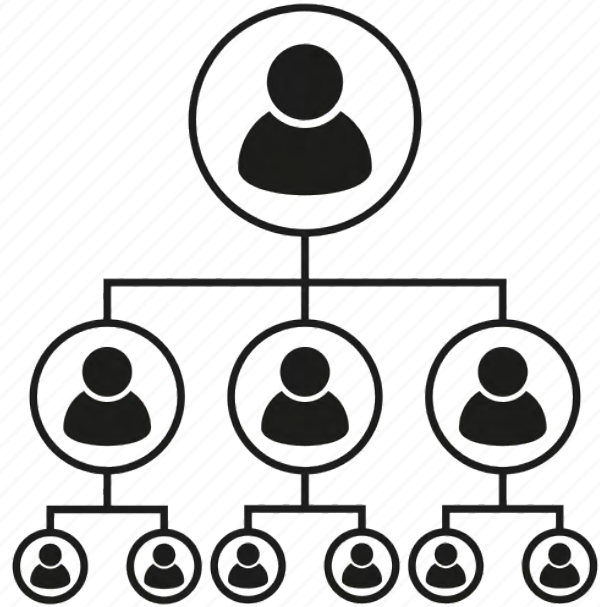
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*Organizational Capacity*



# What We've Accomplished – Organizational Capacity

- Revised the District Organizational Chart
- Developed and implemented a Weather-Related Remote Learning Plan that is posted on the District Website
- We have created and implemented a standards-based, rigorous process for recruiting and hiring highly qualified staff focused on national leadership competencies



# What We've Accomplished – Organizational Capacity

- We have begun to build district coherence and consistency in practice:
  - Strengthen practices already in place – not to be an add-on or new program but through a model for effective PLC work across all schools, grades, and departments
- We have increased expectations and accountability of all district personnel and school administrators, faculty, and staff with high levels of support





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*Student Achievement &  
Instructional Leadership*

*Dr. Christopher Macaluso*

# What We've Accomplished – Student Achievement

- Closed the learning loss gap from BOY to MOY in literacy and math
- We have identified a district-wide math goal for the 2022-2023 school year.
  - All students will make a full year's growth in Math each year, and the percent of students at or above grade level will increase by at least 10% each year as measured by EOY iReady assessment.
- Purchased new math materials as part of for all grades
- Enhanced the PK–12 ELA program by leveraging writing in the content areas
- Each schools developed plans to integrate social and emotional into daily instruction



# What We've Accomplished – Instructional Leadership

- Enhanced the summer program, providing additional opportunities for students in grades K-8, and initiated summer reading program
- Used Six-Step, Data-Driven Decision Making (DDDM) Process to enhance professional practices
- Supporting and improving the current District PLC Structure through the training with Targeted Leadership Consultants (TLC)
  - Held three training days between February and May 2022
- Leverage tenure review process to standardize expectations for teacher practice
- Hold monthly meetings with all District administrators and monthly check-ins with individual administrators for coaching, support, and monitoring progress on yearly goals



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## *Business and Finance*

*Operations & Maintenance | Food Service | Human Resources | Transportation*

*Ms. Lisa Raymond*



# What We've Accomplished – Business & Finance

- Passed school budget and proposition to establish a Capital Reserve
- Secured an additional \$500k to renovate RJB auditorium through partnership with Assemblymember Abinanti
- District Wide Safety Plan updated and improved, developing emergency response template for schools
- Solicited RFPs for Energy Performance Contract
- Streamlined Federal Grant Process
- Streamlined HR functions/responsibilities
- Created budget email for public questions
- Developed capital project spreadsheet to track work to be done





# What We've Accomplished – Operations & Maintenance

- Improvements completed to reopen ECP building
- New playgrounds erected at LFJ, HES and RJB
- Streetlights and signage around campus updated
- HS Vestibule at SED - passed through Facilities Planning and Smart Schools Investment Plan Committee
- Athletic driveway modifications to Middle/High School completed.
- New A/C unit in fitness center
- New curbing at ECP and Lee F. Jackson
- High School auditorium carpet replacement



# What We've Accomplished – Operations & Maintenance

- Morton House demolished
- Lee F. Jackson hallway scheduled for replacement, Summer of 2022
- Conducted walk-throughs of District buildings with every principal
- Phase I construction - out to bid
- Mansion roof - out to bid
- HS & Richard J. Bailey gymnasium floors replacement scheduled, Summer of 2022



# What We've Accomplished – Food Service

- Food service surveys among parents and students completed
- Changes implemented and ongoing in key areas
  - Food Quality
  - Food Quantity
  - Cafeteria Environment



# What We've Accomplished – Human Resources

- Improved PD for civil service staff
- Assured 100% completion of required GCN annual trainings of all staff
- Assured 100% completion of licensures required for civil servants in the security class







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*Community Relations and Communications/  
Parental Involvement and Engagement*

# What We've Accomplished – Community Relations

- Ensure better, timely and equitable communication with the community and parents
  - Weekly meetings with District Communications Team
  - Greenburgh Weekly message
  - Quarterly Print Newsletter
  - Improving the user experience on the District Website, including regular 'pop- up' feature and enhanced News section



# What We've Accomplished – Community Relations

- Ongoing use of district TV studio
- Improve turnaround time to respond to parents' emails
- Issue key communications in Spanish
- Held two budget information webinars for community; posted videos of budget information and presentations on website and include in weekly message
- provide communications support to McCormick Consulting to engage the community in the strategic planning process, as needed



**22/23 SCHOOL BUDGET  
COMMUNITY FORUM**  
WED, MAY 4 @ 10AM | THUR, MAY 5 @ 7PM  
AIRING LIVE VIA [YOUTUBE.COM/GREENBURGHCSD](https://www.youtube.com/greenburghcsd)



Note: Spanish translator will be available on both days.



# What We've Accomplished – Community Relations and Communications

## ■ Enhanced Staffing

- Hired a Superintendent Confidential Secretary
- Reestablished a proactive, professional relationship with the District Public Relations Consultant
- Continue to engage District Educational Television Supervisor and District Graphic Website Designer

*A Message from the  
Superintendent.*



Greenburgh Central School District



# What We've Accomplished – Community Relations and Communications

- **Storytelling and Recognition of Events and Culture**
  - Coordinating with principals and faculty to identify opportunities to showcase the many accomplishments, vision, and learnings within GCSD
  - Consistent social media posts sharing photos, video and information about school events, student achievement and cultural celebrations
  - Regular website articles featuring the core drivers for the district, along with our values and school climate



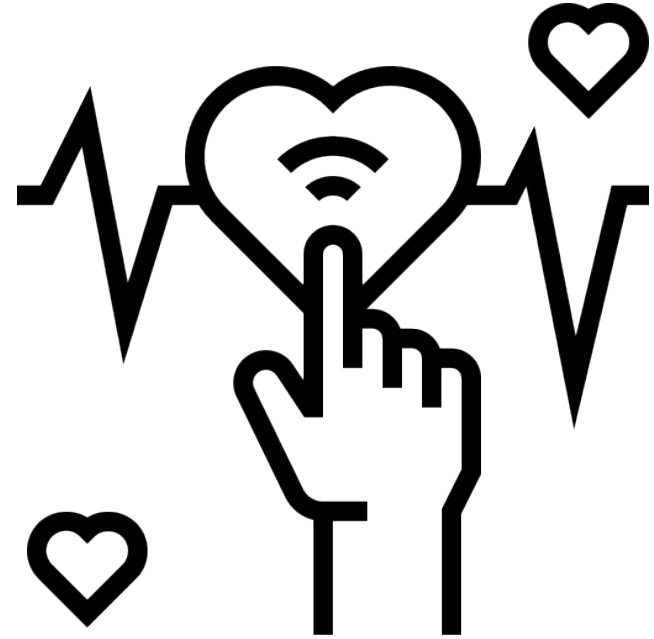


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*Where We're Heading*

# Where We're Heading

- Advance work in focus areas informed by data from this year (Year 0) to establish a baseline of qualitative and quantitative data points that reflect the current state of reality in the district
- Development and execution of Strategic Plan
  - Ed McCormick to share Entry Plan summative and cumulative data
  - Engage Stakeholders to create the vision for the future through feedback, opinions, and ideas
  - Determine the specific goals, objectives, strategies, timelines and information systems necessary to monitor the strategic plan
- Continue engagement with TLC on Instructional Leadership and Equal Opportunity Schools to enhance curriculum and professional learning and continue to create a culture where all feels seen and welcome





A person's legs are visible from the knees down, wearing black pants and red sneakers with white soles. They are standing on a set of concrete steps. The text "Small Steps Lead to BIG CHANGES" is overlaid on the image. The words "Small Steps Lead to" are in a black, italicized serif font, and "BIG CHANGES" is in a bold, green, italicized sans-serif font.

*Small Steps Lead to*  
***BIG CHANGES***



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*Thank You*