

GCSD Strategic Plan Proposed Menu Structure

On the GCSD district website www.greenburghcsd.org , either of the following menu selections:

Our District >> Strategic Plan 2016-2021

Board of Education >> Meet the Board >> Strategic Plan 2016-2021

will access the **Strategic Plan 2016-2021 /What does it mean to be a World Class School District** topic, which will provide access to several subtopics as shown below..

<p>Strategic Plan 2016-2021</p> <ul style="list-style-type: none"> • Vision, Mission & Core Beliefs • GCSD Strategic Plan Goal Development • Strategic Plan Goals 2016-2021 • Board of Education Goals <ul style="list-style-type: none"> ○ 2016-17 BOE Goals ○ 2016-17 Goals Progress Report ○ 2017-18 BOE Goals ○ 2017-18 Goals Progress Report (interim) 	<p style="text-align: center;">What does it mean to be a World Class School District?</p> <p>How do we educate, enable and empower our students to thrive in an increasingly diverse, complex, and ever-changing society?</p> <p>To become a World Class School District, we must work collaboratively to help our students to become principled yet adaptable, culturally and technologically savvy life-long learners.</p> <p>To help our students compete and function as citizens in a global society, our efforts should include global elements, such as a world languages program and the Advanced Learning Program, and we should refine and expand existing initiatives such as our International Baccalaureate program.</p> <p>To create an environment to support our efforts, we must plan ahead. Since the future is a moving target, our plan must evolve to keep pace with it. Our plan will have overall long-term goals, and short-term goals that we create as we make progress each year. Finally, we must evaluate our progress as we move forward, to make necessary course corrections.</p> <p>After an extensive process involving multiple board of education retreats, leveraging the accumulated wisdom of our staff, and incorporating significant community input, we are proud to present the Greenburgh Central School District Strategic Plan 2016-2021. We believe that fulfilling our mission and achieving the goals in this plan will ensure a bright and promising future for all our students.</p> <p><i>The journey of a thousand miles begins with a single step – Lao-tzu</i></p>
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The following pages show the content of these topics. Text added or modified as a result of our BOE review at the 01/20/18 retreat is shown in red. Please note that several pages of test results have been added to the end of the 2016-17 Goals Progress Report topic. These should be accessible from hyperlinks in Item 3 of the topic.

One additional change from the 03/06/18 work session review is shown in green.

What does it mean to be a World Class School District?

How do we educate, enable and empower our students to thrive in an increasingly diverse, complex, and ever-changing society?

To become a World Class School District, we must work collaboratively to help our students to become principled yet adaptable, culturally and technologically savvy life-long learners.

To help our students compete and function as citizens in a global society, our efforts should include global elements, such as a world languages program and the Advanced Learning Program, and we should refine and expand existing initiatives such as our International Baccalaureate program.

To create an environment to support our efforts, we must plan ahead. Since the future is a moving target, our plan must evolve to keep pace with it. Our plan will have overall long-term goals, and short-term goals that we create as we make progress each year. Finally, we must evaluate our progress as we move forward, to make necessary course corrections.

After an extensive process involving multiple board of education retreats, leveraging the accumulated wisdom of our staff, and incorporating significant community input, we are proud to present the Greenburgh Central School District Strategic Plan 2016-2021. We believe that fulfilling our mission and achieving the goals in this plan will ensure a bright and promising future for all our students.

The journey of a thousand miles begins with a single step – Lao-tzu

Vision, Mission & Core Beliefs

District Vision

By 2021, we will be a world-class school district that enables all students to intellectually, socially and emotionally interact as productive citizens.

District Mission

We are committed to educating our students in an environment in which they will develop a life-long love of learning and successfully engage in a rapidly changing, inter-connected global community.

Core Beliefs

- We believe we are advocates for academic excellence for all students.
- We believe in nurturing students' intellectual, emotional, creative, social and physical development.
- We believe students will achieve their full potential through collective efforts of parents, educators, staff and community stakeholders.
- We believe in sustaining an environment that fosters open communication, honesty and respect for the individual.

GCSD Strategic Plan Goal Development

In June of 2016, a committee comprised of the Greenburgh Central School District Board of Education, the Superintendent of Schools, members of the central office administration, school building leadership, district employees and community members worked with consultant Ed McCormick to determine focus areas and develop goals for the district's five-year strategic plan.

Together, with our mission statement, vision, and core beliefs, these goals will provide guidance and help us set priorities on our journey to become a world class school district by 2021.

The Greenburgh Central School District Board of Education and the Superintendent of Schools wish to express their appreciation to the following participants:

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Strategic Plan Goals 2016-2021

FOCUS AREA I - Update District Facilities and Technology

- Replace/update aging facilities to meet and exceed 21st century requirements for teaching and learning by 2021
- Develop technology systems and practices that support an evolving and adaptable learning environment by 2020
- Promote the increased usage of technology and innovative initiatives each year of the strategic horizon

FOCUS AREA II - Expand Stakeholder Engagement

- Increase parental involvement at all levels to support district programs and student achievement each year of the strategic horizon
- Develop partnerships with business and community based organizations to secure additional resources to support district programs and students by 2018
- Develop engagement models for the community-at-large to secure broad base support for the strategic plan on a continuous basis

FOCUS AREA III - Align and Articulate Curriculum

- Implement an aligned and articulated curriculum across all content areas for Pre K-12 by 2020
- Provide equitable access to academically rigorous courses and programs for all students by 2019
- Improve student achievement each year of the strategic horizon by 5%
- Achieve a 100% graduation rate by 2021 (margin of error+/- 5%)

FOCUS AREA IV- Stabilize Leadership

- Develop protocols to evaluate school climate on an annual basis by 2018
- Improve and implement district *processes* by 2018 to attract and *retain* highly qualified staff

FOCUS AREA V- Fiscal Stability and Efficiency

- Develop and implement a multi-year financial plan, beginning 2017
- Establish and implement cost saving measures each year of the strategic horizon
- Increase strategic partnerships and grant opportunities by 2020

Board of Education Goals

Each school year of the strategic horizon, the Board of Education drafts and adopts a set of yearly goals, aligned with the overall strategic goals. At the conclusion of each school year, the board and superintendent evaluate and publicize our progress toward achieving these goals.

2016-17 BOE Goals

FOCUS AREA I - Update District Facilities and Technology

Initiate the development of technology systems and practices that support an evolving and adaptable learning environment.

FOCUS AREA II - Expand Stakeholder Engagement

Continue to develop partnerships with business and community-based organizations to secure additional resources to support district programs.

FOCUS AREA III – Align and Articulate Curriculum

Improve student achievement (Literacy and Numeracy) by 5% for 80% of students for academic year 2016-17 (Kindergarten - Grade 8 as measured by iReady Assessment and Grades 9-12 as measured by English Language Arts (ELA) and Integrated Algebra Regents Examinations).

FOCUS AREA IV – Stabilize Leadership

Expand Universal Design for Learning (UDL) training to 90% of staff for academic year 2016-17.

FOCUS AREA V – Fiscal Stability and Efficiency

Develop a five-year budget plan that illustrates cost saving measures. Additionally, the Greenburgh Central School District will focus on implementing more efficient ways to communicate with the public for academic year 2016-17.

2016-17 Goals Progress Report

The following paragraphs provide evidence of progress or completion for each GCSD school board objective for the 2016-17 school year.

I. **Update District Facilities & Technology:**

Initiate the development of technology systems and practices that support an evolving and adaptable learning environment.

- **Putting a device in the hands of each student** (source: Carlos Ramirez 05/24/17 inventory e-mail)
 - 1110 chromebooks currently provided to students (455 newer Acers and 655 older Samsungs)
 - 134 iPads currently provided to students
- **Providing connectivity for all devices:**
 - Per SWBOCES Managed Fiber Bid 2017-2022 Award Authorization, Bid awarded to BestWeb for 4 site 10 GB mesh (\$172,500)
 - Completed Smart Schools Public hearing at Dec 2016 BOE meeting. Recently applied to state to upgrade wireless connectivity for our schools.
- **Setting curriculum goals for each grade level:**

Draft Technology plan now includes teacher-generated goals for elementary grade levels for Creativity and Innovation, Communication and collaboration, Research and information fluency, Critical thinking, problem solving and decision making, Digital citizenship, and Technology operations and concepts. (source Technology Committee **2016-2019TechPlanDraft (3).docx**)

Secondary school goals organized by department are pending.

- **Adding or enhancing Student technology programs:**
 - Hour of Code expanded to 1 week and included all students K-8
 - Robotic surgery program at White Plains Hospital
 - Cloud-based computing through Google Apps & Google Classroom
 - Robotics team is winning contests
- **Providing mechanisms for continued evolution:**

Identified Brightbytes Clarity for Teachers survey tool to gather information on technology use and needs throughout the district

2. **Expand Stakeholder Engagement:** *Continue to develop partnerships with business and community-based organizations to secure additional resources to support district programs.*

New this year:

- TD Young Partnership with GCSD for My Brother's Keeper initiative

- NY Mets sponsored Greenburgh Day at Citifield. Proceeds benefit WHS Scholarship Fund. Mets will continue to sponsor other programs with our district.
- SMART (Students and Mature Adults Read Together) with JCY-Westchester
- Women's Council of Realtors Empire Local Westchester, publicity & speaking opportunity
- The Old Guard of Westchester: speaking opportunity
- White Plains Hospital and Phelps Hospital robotics programs
- Rekindled partnership with Regeneron

3. **Align & Articulate Curriculum:**

Improve student achievement (literacy and numeracy) by 5% for 80% of students for academic year 2016-7. K-8 measured by i-Ready assessment and 9-12 measured by ELA and Algebra Regents examinations.

- i-Ready Pretests completed in October
- i-Ready available data for all students shows a 9% increase for Math and a 5% increase for ELA when comparing 2015-16 to 2016-17. Note that scores for grades 7 & 8 were assessed for 2015-16 but not 2016-17.

i-Ready Student Growth by Grade and School Reports:

ELA 2015-16

ELA 2016-17

Math 2015-16

Math 2016-17

- June 2017 Regents in ELA (91%) and Algebra (76%) at WHS:
ELA & Algebra I Regents Results 2016-17

4. **Stabilize leadership:**

Expand Universal Design for Learning (UDL) training to 90% of staff for academic year 2016-17.

- Six training events completed for the year, most involving entire instructional staff
- UDL training was expanded to include a parent training event 01/24/17

5. Fiscal Stability & Efficiency:

Develop a five-year budget plan that illustrates cost saving measures. Additionally, implement more efficient ways to communicate with the public for academic year 2016-17

- Plan is to maintain a rolling 5-year budget summary projection.
- Prerequisite for relatively accurate estimates are approved multi-year employment contracts, such as the GTF contract (ratified 01/27/17).
- Initial projection included in 06/09/17 board packet, was discussed at 06/19 Fiscal Planning Committee meeting. Suggested potential savings include continued retirement incentives, vendor contract negotiations, and an energy performance contract.
- Implementing more efficient ways to communicate with the public through:
 - Improved website, launched 01/17
 - Greenburgh App
 - K12 Alert
 - Increases in social media usage:
Facebook 07/16 457 likes, by 01/16 increased to 652 likes, 06/23 742 likes
Twitter 07/16 5 followers, 07/17 349 followers

2017-18 BOE Goals

FOCUS AREA I - Update District Facilities and Technology

Develop an implementation plan to enhance District-wide facilities to improve educational programs, including technology and capacity requirements, with a focus on efficiency, teaching and learning.

FOCUS AREA II - Expand Stakeholder Engagement

Enlist community and school stakeholders support for our plan to maintain and enhance our facilities as measured by stakeholder's response.

FOCUS AREA III – Align and Articulate Curriculum

Improve student achievement (Literacy and Numeracy) by 5% for 80% of students for academic year 2017-18 (Kindergarten - Grade 8 as measured by iReady Assessment and Grades 9-12 as measured by English Language Arts (ELA) and Algebra Common Core Regents Examinations).

FOCUS AREA IV – Stabilize Leadership

Complete the second year of Universal Design for Learning (UDL) training for 90% of our staff in academic year 2017-18.

FOCUS AREA V – Fiscal Stability and Efficiency

Update and implement our five-year budget plan, and determine the costs, benefits and limits of our cost saving measures. Additionally, the Greenburgh Central School District will focus on identifying alternate sources of revenue for the 2017-18 school year.

2017-18 Goals Progress Report (interim)

Jan 2018

The following paragraphs provide evidence of progress or completion for each GCSD school board objective for the 2017-18 school year.

1. Update District Facilities & Technology:

Develop an implementation plan to enhance District-wide facilities to improve educational programs, including technology and capacity requirements, with a focus on efficiency, teaching and learning.

- **District-wide Facilities Plan:** This plan will be based on our latest 5-year Building Conditions Survey. This requires input from our architecture firm (H2M), the Facilities committee and our administration. The plan should be completed by the end of June 2018.
- **2018-2021 Instructional Technology Plan:** This plan is required by NYSED. It will include sections on Mission/Vision/Goals, Planning Process, Professional Development, Measurement and Evaluation, and Meeting Academic Standards. The plan will be completed by June 2018.
- **Current status of Technology deployment** (1 device per student, upgraded WIFI connectivity to 500 MBPS network to accommodate device connections):
 - **ECP:** Students have access to age appropriate devices. All teachers have Chromebooks. WIFI upgrade to be completed by end of March 2018
 - **LFJ:** Chromebook carts increased from 2 to 4. Access points increasing from 12 to 16. WIFI upgrade to be completed by end of Feb 2018
 - **Highview:** 1:1 device deployment complete. WIFI upgrade 60% complete, and should be finished by end of Jan. 2018.
 - **RJB:** 1:1 device deployment complete. WIFI upgrade to be completed Summer of 2018.
 - **Woodlands:** 1:1 devices deployed to all science, art, math classes, almost all English classes, and 20% Social Studies classes. Administration requested further deployment wait until WIFI upgrade completed Summer of 2018.
 - **Mansion:** WIFI upgrade to be completed by end of March 2018.
- Other facility and technology enhancements include innovation rooms, robotics programs (example R2D2 kit), drones, additional 3D printers, proposed Warburg pond science station, keyboarding instruction software, and Google application suite.
- Detailed technology curriculum goals are to be rolled out this spring.

(Sources: Carlos Ramirez 01/18/18 Technology Committee meeting, Todd Mensch STEAM presentation at 01/08/18 CEC meeting)

2. Expand Stakeholder Engagement:

Enlist community and school stakeholders support for our plan to maintain and enhance our facilities as measured by stakeholder's response

We are currently developing a timeline for a possible facilities bond referendum next year. The proposal will be shared with the public through a series of live presentations, televised presentations, newsletters, online presentations and surveys using our website and social media.

Criteria for measuring stakeholder response will include:

- Attendance count and “exit ticket” audience responses at live events
- Hard copy and online survey results
- E-mail responses for website Q&A (similar to our current budget process)
- Clicks and likes for online events and social media.

3. Align & Articulate Curriculum:

Improve student achievement (Literacy and Numeracy) by 5% for 80% of students for academic year 2017-18 (Kindergarten - Grade 8 as measured by iReady Assessment and Grades 9-12 as measured by English Language Arts (ELA) and Algebra Common Core Regents Examinations).

- iReady Pretest and Midyear results to be included in BOE packet in Feb. 2018.
- iReady post-tests to be completed and reported to BOE, summer 2018
- June 2017 Regents in ELA (91%) and Algebra (76%) at WHS, to be used as baseline for 2018 test results available at year end.

4. Stabilize leadership:

Complete the second year of Universal Design for Learning (UDL) training for 90% of our staff in academic year 2017-18.

Four training events completed so far this year:

- 2 live sessions involving all teachers and 80% of Teaching Assistants
- 2 UDL webinars

5. Fiscal Stability & Efficiency:

Update and implement our five-year budget plan, and determine the costs, benefits and limits of our cost saving measures. Additionally, the Greenburgh Central School District will focus on identifying alternate sources of revenue for the 2017-18 school year.

- Updated 5-year budget summary projection this year. (See BOE Packet 10/13/17)
- Per 11/13/17 Fiscal Planning meeting packet 21 employees can retire w/o penalty.
- Additional sources of funding so far this year:
 - My Brother's Keeper grant (\$450,000)

- Facility rentals for 3 movie shoots (\$32,000)
- Teacher Grants for small projects (total \$10,000)
- Pending Highview playground grant
- Pending Bloomberg Mayor's Challenge contest (\$35k preliminary, \$1 million+ finalist)
- National School Lunch Program Equipment Assistance Grant for Highview cafeteria (\$18,000)
