

Rider Goals 2021

Targets and Action Plans

The following Board of Education goals were collaboratively developed in October 2017. The goals will be in effect from 2018 through 2021. The administration, faculty, and staff, will use these goals to develop specific targets for each goal with supporting action plans on how to reach each target.

Goal #1 - Student Achievement

The Ichabod Crane Central School District is committed to all students reaching their maximum potential by focusing on the graduation rate through enhanced educational opportunities, and ensuring college, career and life readiness.

Targets and Action Plans:

Target #1 - Project 95 - The district will strive for 95% graduation rate by the year 2024. There will be a 1% increase in the graduation rate for each of the next five years, starting in 2019.

I. Action Plan High School:

- A. Administration will provide staff with baseline data on each class in order to track progress, generate discussion, and develop new ideas and programs to support students. Students in each class will be divided into three groups: Group A, Group B, Group C.
 - **Group A** - This includes all seniors that are on track and expected to graduate in June.
 - **Group B** - This includes students that may be behind in credits, failing some courses, have excessive absences, or other factors that could put them in jeopardy of not graduating on time.
 - **Group C** - This includes students who have dropped out, students who will graduate with a CDOS credential only, or those students who are likely not to graduate in June.

- B. Teachers will work with administration to develop plans to monitor and support students in order to “move” students from Lists C and B, to List A. Plans will include ways: to provide academic support, develop new programs or ways to modify current programs to meet student needs, improve attendance, improve pass rates, and earn additional credits.

- C. Plans for summer school, additional programs and support will be developed to help students recover credits and stay on track for graduation.

II. Action Plan Middle School:

- A. Administration will provide staff with attendance, discipline and failure data on current graduating class, reflecting their ES/MS years. Teacher teams will use this data to find patterns and deficits to target current and future at-risk students.
- B. Grade levels will create individual action plans based on deficits within their grade levels to target specific needs of students. These will specifically include ways to lower absences, behavior referrals, and failed classes.

III. Action Plan Primary School:

- A. Continuing the “Senior Walk-Through,” so that PS students can see what they are aiming for.
- B. Have more of a presence of HS students in the PS (volunteering, helping, community service, band and acting troupe performances, etc.).

Target #2 - Reduction in Course Failures by 5% for 2018-19.

I. Action Plan High School:

- A. Course failures will be evaluated on a regular basis and communicated to teachers, per department. Departments will develop plans for improving pass rates and determine ways to support struggling students.
- B. Programming will be developed for the school year to help students to remain on track.
- C. Evaluate and develop a study hall model for students that are failing courses.

II. Action Plan Middle School:

- A. Administration and teachers will work together to enforce newly modified Academic Probation policy.
 - 1. Teachers and administration will work with all students who fail at least one class in a quarter to improve study habits, assessment scores, and identify ways to improve their grade(s). Students will be required to check in weekly with teachers and administration as well as stay after school two days per week.
 - 2. Students who do not follow guidelines of the academic probation policy will not be allowed to participate in extracurricular activities.

- B. Students who are at-risk will be discussed during CST and SBIT meetings to determine other means of remediation and services that can be provided.

III. Action Plan Primary School:

- A. students who are identified as failing the grade level, will have specific interventions implemented, such as invitations, AIS support, Tier 3 interventions, etc.

- B. Revision of our current CST process that will help to identify at risk students and provide teachers with help goal setting and providing interventions

Target #3 - Increase Mastery Level on Regents Exams by 5% and Increase the Proficient Rate by 5% for students taking the Grades 3-8 State Assessments for 2018-19.

I. Action Plan High School:

- A. Staff will use Regents Assessment data (item analysis: by learning standard, by question, by group, by teacher, by part, etc.) to identify specific areas in need of improvement.

- B. Regents Assessment data will be analyzed over time to identify trends in question type, deficits in results, strengths, etc.

- C. Resources will be provided to the most needy students based on the results of Regents Exams

II. Action Plan Middle School:

- A. Staff will use common assessment data to find weaknesses in students relative to the peers within their cohort. Resources will be allocated to the most needy students based on the results of these common assessments.
- B. Teacher will review state assessment data to find grade level and teacher specific deficits in learning. Dept. chairs and team leaders will summarize this data in chart forms and disseminate to the staff. The teachers will use this data to guide instruction.

III. Action Plan Primary School:

- A. Staff will use common assessment data to find weaknesses in students relative to the peers within their cohort. Resources will be allocated to the most needy students based on the results of these common assessments.
- B. Teacher will review state assessment data to find grade level and teacher specific deficits in learning. Dept. chairs and team leaders will summarize this data in chart forms and disseminate to the staff. The teachers will use this data to guide instruction.
- C. Professional development will be completed by the ELA Committee and AIS providers during the 2017-2018 school year on higher level questioning to be utilized during guided reading. Each grade level will have an opportunity to generate specific questions demonstrating the techniques of Bloom's Taxonomy.

Target #4 - Increase the number of students reading at or above grade level by 5% for 2018-19.

I. Action Plan High School: N/A

II. Action Plan Middle School:

- A. Grades 4-5 will assess all students using F&P assessments (reading assessments). This data will then be reviewed and used to provide resources to our most needy students.

- B. Grades 4-8 will assess all students using the MAZE reading assessment three times per year. This data will then be reviewed and used to provide resources to our most needy students.
- C. Quarterly meetings (Grades 4-8) will take place to determine which students are receiving AIS reading services and the level of services they should be receiving based on F&P, AIMSweb, and common assessment data.

III. Action Plan Primary School:

- A. Grades K - 3 will assess all students using F&P assessments (reading assessments). This data will then be reviewed and used to provide resources to our most needy students.
- B. Tri-annual meetings (Grades K-3) will take place to determine which students are receiving AIS reading services and the level of services they should be receiving based on F&P, AIMSweb, and common assessment data.
- C. Provide common collaboration time for classroom teachers and AIS providers to enhance and coordinate instruction and intervention.
- D. Improve guided reading instruction by providing PD on research based strategies that directly impact student learning.

Target #5 - All students will have access to college, career and life skills in their courses starting in the middle school and will meet a set of proficiency standards for these skills prior to graduation from ICCSD.

I. Action Plan District Wide:

- A. Administrators will collaborate with teachers to develop the list of skills that will be needed for college, career and life skills. Students and staff will track the completion of these skills via a student portfolio.

II. Action Plan High/Middle School:

- A. Administration will form a committee to develop a profile of characteristics and traits of Ichabod Crane graduates. Competency traits such as the

following may be discussed: *Public Speaking, Community Service, Ability to Work with Others, Work Ethic, Time Management, etc.*

III. Action Plan Primary School:

- A. Continuing/Enhancing the “Rachel’s Challenge” to teach children how to be citizens of their largest community.
- B. Monthly Character Trait recognition.
- C. Implementation of the program, “16 Habits of Mind Animation.” The 16 Habits of Mind are characteristics that empower creative and critical thinking for success in school and in life.
- D. Continue with the “Too Good for Drugs” Program in Grades K through 3 which emphasizes making good choices.

Goal #2 – Technology

The Ichabod Crane Central School District will provide the necessary resources and technological support for faculty, staff, and students to succeed in the 21st century.

Targets and Action Plans:

Target #1 - Implement a K-12 Technology Curriculum that will be used in each classroom in the district.

I. Action Plan #1:

A. Create an Instructional Technology position to oversee the implementation of technology education opportunities for student.

II. Action Plan #2:

A. Develop a plan to increase access to technology equipment for students

III. Action Plan #3

A. Transition to Computer-Based Testing

Target #2 - Improve the proficiency level of staff in effective use of technology

I. Action Plan District-Wide

A. To provide quality professional development to meet the diverse needs of staff. (This includes summer training, conferences, and ongoing offerings on district professional development days.)

Goal #3 – Health, Safety and Community Engagement

The Ichabod Crane Central School District will collaborate with families, students, faculty, and community members to recognize and promote the mental, physical and emotional well-being of students and capitalize on community outreach opportunities.

Targets and Action Plans:

Target #1 - The district will raise awareness and provide resources to assist students and families dealing with mental health needs.

I. **Action Plan High/Middle/Primary School:**

- A. Partner with Columbia County Department of Mental Health to provide services on campus
- B. Partner with additional community organizations to provide support to students and families
- C. Provide professional development to faculty and staff members to identify and support students in need.

Target #2 - The district will raise awareness and provide resources to assist students and families dealing with substance use/abuse concerns.

I. **Action Plan:**

- A. Through the Drug Task Force, the District will continue to partner with outside agencies in the community and within the school to support students with mental health needs.

II. **Action Plan: Primary School:**

- A. “Too Good for Drugs” program through Catholic Charities
- B. Continue with School-Based prevention program. This program is designed to work collaboratively with a representative who supports the families in need with issues such as basic home needs, education and family counseling, etc.

Target #3 - The District will form an Employee Health and Wellness Committee and create a health and wellness programs based on an employee survey to be conducted in 2017-18.

Goal #4 - Budget and Finance

The Ichabod Crane Central School District will maximize student achievement by ensuring strong financial health that aligns district goals through annual and long range fiscal planning.

Targets and Action Plans:

Target #1 - The district will look to maximize revenues and state aid.

I. *District Action Plan*

- A. Business office will utilize resources such as SED, State Aid Planners, and State/Federal agencies in order to maximize revenue.
- B. Efficiency - The district will continue to explore efficiencies through the elimination of redundancies, use of state and federal purchasing contracts and ongoing review of process and procedures.
- C. Cost Sharing - The district will implement cost sharing when applicable with other districts and municipalities in regard to staffing, equipment purchasing, transportation and all other areas of operations.

Target #2 - The district will establish reserve funds and maintain a minimum fund balance as allowed by law.

I. *District Action Plan*

- A. Annually update and review Reserve Plan with Budget/Finance Committee
- B. Establish Capital Project Reserve Fund by 6/1/2018
- C. Monitor and manage the district's fund balance in order to maintain a reserve of 4% or as close to 4% as possible.

Goal #5 - Operational Support Services

The Ichabod Crane Central School District will evaluate the physical capacity of our school facilities and provide the resources and support needed to develop adequate teaching and learning spaces through capital improvement projects.

Targets and Action Plans:

Target #1 - The district will develop a capital project in 2018.

I. ***Action Plan High School***

A. Develop a focus group to identify building level needs

II. ***Action Plan Middle School***

A. Develop a focus group to identify building level needs.

III. ***Action Plan Elementary School***

A. Develop focus group to identify building level needs.

Target #2 - Develop 21st Century Learning Spaces

I. ***Action Plan High School***

A. Consider options within the building that may offer additional opportunities to develop learning spaces (1:1, computer lab, makerspaces, etc) to accommodate 21st century learning needs.

II. ***Action Plan Middle School***

A. Remodel middle school classrooms (tear down current metal walls and redesign) to accommodate 21st century learning needs.