

Ichabod Crane Central School District

Strategic Operating Plan

May 2015



ICHABOD CRANE CENTRAL SCHOOL DISTRICT

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Strategic Planning Process

In the spring of 2013 the Ichabod Crane Central School District began discussion of creating a Strategic Plan for the District. The district was facing considerable financial pressures while working to continue providing high-quality opportunities for the students. With the assistance and guidance of Questar III, the District sought to involve all members of the school community: parents, students, educators, taxpayers and community leaders to develop a plan for the future.

In the fall of 2013 the Strategic Planning Committee was appointed and began work, meeting over the course of 4 days. The twenty-six member committee discussed common beliefs about the district and ideas of what is important for the future of the district which included academics, citizenship and maximizing resources. The discussions resulted in the development of a new Mission Statement, a Vision Statement and Strategic Planning Initiatives and these became the basis for developing Strategic Action Planning Committees.

The Action Planning Committees would delve deeper into each of the Strategic Planning Initiatives and work to complete the tasks outlined in the initiatives. Seeking volunteers to serve on the Action Planning Committees, the district reached out to the community. To provide clear leadership, the committees would each be chaired by one Ichabod Crane Administrator and one member of the original Strategic Planning Committee with ICC staff and faculty, community members (parents/taxpayers/business owners) and high school students rounding out the membership.

Each committee was assigned an initiative and worked to identify ways to address each initiative. Meeting multiple times throughout the 2013-2014 school year, the committees began determining a course of action for the district with specific measures to be taken to accomplish the goal/initiative. Each brought his or her own point of view or area of strength to the committees. Working together, the committees were able to focus in on specific areas to study or target and to come up with specific ideas to improve or enhance our school district.

Initial reports from the Action Planning Committees to the Board of Education in July 2014 showed an exciting direction for the district. From these initial reports, the Board used the initiatives as the basis for their goals for the 2014-2015 school year.

The Action Planning Committees' work during the 2014-2015 school year included a report to the Board of Education in January 2015 with specific recommendations and action steps. The Board provided feedback which culminated in the adoption of this Strategic Operating Plan by the Board on May 12, 2015.

The District Mission Statement

The Ichabod Crane Central School District is dedicated to preparing students to become contributing members of society in an ever-changing world by valuing diversity; providing a safe environment; and promoting unique talents, a desire for life-long learning, a strong spirit of community, and Rider Pride.

The District Vision Statement

ICC partners with its community to support and inspire creative, critical thinkers through innovative education and technology.

We believe:

- students come first.
- in understanding each student's needs and providing opportunities and resources for individualized success.
- through a cohesive, broad-based, quality education, students will become contributing members of society.
- in providing the resources necessary to prepare our students for success in an ever-changing world.
- in providing a dynamic curriculum.
- in utilizing the unique assets of our area.
- in student excellence that fosters pride in one's self, school and community.
- in encouraging students' appreciation and desire for life-long learning.
- in promoting good citizenship, understanding, empathy, and respect for self and community.
- in providing and supporting opportunities for students to be involved in the school community.
- in promoting student health and well-being.
- in a strong school and community partnership.
- in providing opportunities to expand the educational experiences of our students outside of the classroom.
- in communicating to all facets of the community to promote sustainability and growth.
- in an inclusive, student-centered approach to decision making.
- in valuing and rewarding hard work.
- in a safe school environment for all.

Strategic Planning Initiatives

Communication

By 2016, 90% of the respondents to a representative district survey will agree that they are receiving communications from the district that provide sufficient information to make informed decisions.

Best use of Physical Space

By 2016, a plan will be implemented that ensures the best use of the district's physical space/campus to meet the students' developmentally appropriate needs and realize maximum efficiency of resources.

Technology

By 2016, technology will be expanded and enhanced in the areas of networking and infrastructure hardware and software, acquisition, professional development and curriculum offerings to support classroom instruction and administrative efficiencies to increase students' college and career readiness.

Promote Health and Well-Being of Students

By 2015, ICC shall design a district-wide plan to create a safe and productive environment and thereby manage student conduct to meet established Code of Conduct and to promote the health and well-being of all students.

Student Engagement

By 2016, the district should implement, in partnership with the community, a broad range of experiences to engage the students both inside and outside of the traditional classroom setting and curriculum. Through participation in arts, music, sports, course electives, community service and internships, students attain a more balanced, well-rounded perspective to better prepare them for college and career. These experiences provide the opportunity to expand communication skills, teamwork and appreciation of diversity, which enhance students' overall preparation for life.

Communications Action Plan

Committee Members: Michael Brennan, Paul Herrington, Aggie Russell, Mindy Potts, Kelly Hodges, Eileen McHugh-Szepessy, and Joanne Trapanese

The Communication Action Planning Team developed steps to increase communication between the District and all members of the community. Knowing that different members of the community responded to different means of communication, the committee targeted electronic communication, print media and direct communication (signs and person to person communication) to enhance the District’s communication to all stakeholders. Action Steps identified and implemented during the process include: Redesigned website, communication through Facebook, increases in press releases, and a redesigned Budget Newsletter.

Action Steps	Person/People Responsible	Performance Measures	Timeline	Resources Needed	Status
School Tool – create a parent portal on website	Principals and IT	Parents can review child’s academic progress online	Begin implementation 2015-2016	None	
List Serve - create a community email list for notification of school activities	Communications Consultant	School information sent to parents via email	2015-2016	None	
Additional Social Media - explore expanding use of social media to create greater public outreach	Communications consultant	Other social media used to communicate to parents and community	2015-2016	None	
Connect Ed List - allow community members to sign up for Connect Ed messages	Communications consultant and IT	Provides community with updates of important school events	2016-2017	None	
Newsletters - Design and distribute a spring newsletter in addition to the fall	Communications Consultant and Administration	Spring newsletter distributed	2016-2017	Funding through Budget	
Electronic Sign – install new electronic sign	Business Manager and Facilities Director	Electronic sign installed	2015-2016	Funding through Budget	
Electronic message boards at entrances, libraries and cafeterias of each building to increase communications for students and staff	Facilities Director and Principals	Communication Boards installed	2015-2016	Funding through Budget	
Information Kiosks – install information kiosks at each building entrance to increase communications to the public in hard copy	Facilities Director and Principals	Information distributed via kiosks	2016-2017	Funding through Budget	

Best Use of Physical Space Action Plan

Committee Members: Tim Farley, Judy Ooms, Jaime Stickle, Barbara Duggan, Bob McCloskey, Bill Schneider, Cori Drummond, Patrick Sanger, Darcy Burns, Jennifer Rickert, Tony Spensieri, Lawrence Schertel

The members of the Physical Space Action Planning Team focused on the developmental needs of students and efficiency of resources to guide their decisions regarding the physical space in the District. Because enrollment numbers do fluctuate, the committee requested updated information on enrollment projections as well as the District’s Five Year Capital Plan. At the request of the committee the District conducted a demographic study projected to 2024 in order to identify future trends/ student enrollment. After identifying the ideal grade configuration for each school as: PK-2 at the Primary School, 3-5 at the elementary, 6-8 at the Middle School and 9-12 at the High School, the committee reviewed the “potential projects” for the next 5 years in the areas of: site systems, building systems, utility systems, and safety systems in the relationship to the feasibility of implementing the ideal configuration.

Action Steps	Person/People Responsible	Performance Measures	Timeline	Resources Needed	Status
Secure vestibules at PS and ES/MS	BOE, Superintendent, Administration, Director of Facilities & Operations	Secure vestibules constructed	September 2016	Approved capital project funds	
Re-align grade configurations to: High School 9-12	BOE, Superintendent, Administration, Director of Facilities & Operations	High School configured for grades 9-12		None	
Re-align grade configurations to: Middle School 6-8	BOE, Superintendent, Administration, Director of Facilities & Operations	Middle School configured for grades 6-8		none	
Re-align grade configurations to: Elementary School 3-5	BOE, Superintendent, Administration, Director of Facilities & Operations	Elementary School configured for grades 3-5	TBD	Requires additional classroom space to accommodate grade 3 at the present ES/MS building. Capital project funds	
Re-align grade configurations to: Primary School PK-2	BOE, Superintendent, Administration, Director of Facilities & Operations	Primary School configured for grades Pre-K - 2	TBD	-No funding required for facilities -Requires funding through the budget to support Pre-K	
Monitor and address the needs enumerated in the Five Year Capital Facilities Plan	Director of Facilities & Operations, Superintendent, BOE	Completion of projects identified in the plan	-Begin 2015-16 -Annually	Capital funds and funding through budget	

Technology Action Plan

Committee Members: Craig Shull, David Vona, Jeremiah Butler, Susan Jermain, Maureen Kuhn, Julianne Rulison, Bill Schneider, Kathryn Walter, Kara Abbato, Ann Mueller, Dan Westover

The Technology Action Planning Team identified three areas to focus on in order to accomplish the initiative:

- Students – provide instruction, K-12 that would give students the technological literacy skills needed for an ever-changing technological world.
- Teachers – provide on-going professional development to teachers enabling them with the skills and knowledge to implement technology into the classroom
- Hardware – provide adequate and up-to-date hardware and infrastructure that will support the implementation of a variety of technologies in the classroom

Action Steps	Person/People Responsible	Performance Measures	Timeline	Resources Needed	Status
Develop a K-8 computers skills curriculum and implement into student course of study	Teachers, Administrators, IT Staff, BOE	Computer skills curriculum developed and implemented	2016-17	-Curriculum funding through budget -Hardware	
Increase High School Course Offerings: Examples: -Freshmen Computers -Senior Technology Portfolios	Teachers, administrators, IT Staff, BOE	Additional computer courses offered in program of studies for students	2016-17	-Additional teacher(s) -Hardware -Classrooms -Funding through budget	
K-12 Coding Initiative- Implement coding practices into the curriculum K-12	Teachers, administrators, IT Staff, BOE	Coding practices implemented into curriculum	2016-17	-Funding through budget -Professional Development	
Increase professional development for staff in a variety of educational technologies and effective strategies for implementing technology in instruction	Professional Development Committee, Principal of Curriculum and Instruction	Professional development in technology offered annually throughout the school year	-2015-16 -annually	Budget funding to support additional professional development	
Identify ways in which teachers and/or students can provide technological support in the classroom. Examples: Tech Duty, TA, Student IT Support	Director of IT, Building Administrators	Teachers and students provide tech support in class K-12	2016-17	Funding through budget	
Update network infrastructure as needed to support additional use of technology by students and staff. Examples: iPad Cart (Primary School), Laptop Carts(ES/MS/HS), iPads for TAs, Student iPad Initiative	Director of IT, Building Administrators, BOE	Infrastructure updated on an on-going basis	Beginning 2015-16	Funding through budget	

Health and Well-Being of Students Action Plan

Committee Members: Suzanne Guntlow, Patricia Bianchi, Carol Spensieri, Lisa LaBrie, Christine Radez, Joan White, Mary Fran Faso, Adam Vooris, Katlin Burke

The Action Planning Committee, focusing on the Health and Well-Being of Students, found there were a number of committees and initiatives currently in place in the district. After several meetings, the Committee felt their primary goal was to identify potential gaps or overlaps in the various committees and facilitate communication between the committees as they worked to develop action steps. The committee also focused on education of students and families in the areas of Health and Well-Being. Action steps identified and implemented during the process include: Activity Burst, Welcome Back Picnic, 1st grade Farm Field Trip.

Action Steps	Person/People Responsible	Performance Measures	Timeline	Resources Needed	Status
Explore Farm Share opportunities to bring in more locally grown produce to our student lunches	-Foods Service Mgr., Health & Wellness Committee, Administration	Locally grown produce offered in school lunch program	2016-17	No additional resources needed	
Identify areas in curriculum, K-12, where nutrition can be incorporated.	Teachers, Dept. Chairs, Administrators, Food Service Mgr., Health & Wellness Committee	Nutrition included in K-12 curriculum	2016-17		
Seek and apply for funding opportunities to support K-12 nutrition projects	Teachers, Administrators, Dept. Chairs, Food Service Mgr., Health & Wellness	Grant funding identified and application submitted	2015-16		
Review and evaluate the benefits of the NutriKids program to provide nutritional information to both students and parents on breakfast and lunch menus	Foods Service Mgr., Health & Wellness Committee	NutriKids program reviewed and recommendation made	2015-16		
Explore the possibility of using produce from the Districts' gardens for school lunches	Foods Service Mgr., Garden Club Advisor, Health & Wellness Committee, Administration		2015-16		
Provide additional physical education equipment and replacement of equipment to promote a variety of physical activity for our students.	Dept. Chair, Administration, BOE	New equipment acquired and incorporated into the PE curriculum	2015-16	Funding through budget	
The District Health and Wellness Committee to: -Review items in this initiative and follow up with person/people responsible -Identify other areas of focus and make recommendations for additional support of students health & well-being	Health & Wellness Committee, Administration	The wellness committee will continue to complete an annual review of the ICC wellness policy along with the school health index report to identify specific goals and oversee initiatives to improve student health and well-being to include the above action steps.	2015-16	Funding through budget	

Student Engagement Action Plan

Committee Members: Dan Farley, Tracy Farrell, Rachel Stead, Jennifer Two-Axe, Maureen Kuhn, Patricia Westover, Justin Pangie, Carol Lahut, Marissa Vecellio

The Student Engagement Action Planning Team focused on three areas: school classes, extra-curricular activities and community service. After conducting a survey of the students, the committee was able to determine the interests of current students. To promote student engagement, the committee recommends the district offer a wide variety of electives and academically challenging courses as well as programmatic initiatives such as internships and career/life - readiness classes or programs. A variety of extra-curricular activities including those based on student interest and those developed by students would also promote student engagement.

Action Steps	Person/People Responsible	Performance Measures	Timeline	Resources Needed	Status
Reinstate Family and Consumer Science and business courses at the High School providing a variety of elective courses	Dept. Chair, Administrators, BOE	New FACS and business courses offered at the HS	2016-17	-Budget funding for additional staff -Classroom space	
Develop and implement an internship program at the High School	Guidance Counselors, Administration, Dept. Chair, Superintendent, BOE	Internship program developed and implemented	2016-17	Funding for Internship Coordinator	
Conduct ongoing stakeholder surveys (students, parents, local businesses, municipalities)	HS Guidance, Administration	Surveys Conducted	Every 2-3 years	Time for development and analysis Survey tool	
Add a community service/ service learning component to the ICHS graduation requirement	HS Administration Guidance	Community Service/Service Learning Component Implemented	-Developed in 2016-17 -Implemented in 2017-18	Budget funding for coordinator	