

Strategic Plan



2023-2028

DRAFT - Open for Public Comment until June 18, 2023

Introduction - Purpose of Strategic Planning Committee

In an effort to ensure the growth of all students, members of the Baldwinsville Central School District, through a collaborative process, developed a strategic plan that explores the identified goals and objectives that measure student success. This plan will assist the Board of Education in identification of priorities and allocation of resources aimed at creating optimal educational experiences, health and safety, fiscal responsibility, and ongoing communication.

What is a strategic plan?

A strategic plan is how the Baldwinsville Central School District will bring to life the district mission, vision, and beliefs. A strategic plan provides focus and direction for the district, individual school buildings, staff members, and students.

Mission

The mission answers the question: “Why do we exist?” This clarifies priorities and creates focus.

Foster an environment to educate and empower all students today to become global citizens of tomorrow.

Vision

The vision describes a compelling future. The question answered is: “What must we become?” This gives a district/school direction.

The Baldwinsville community is committed to providing equitable and diverse learning experiences that educate and empower students, allowing each individual to thrive.

Collective Values and Beliefs

Answers the question: “How must we behave?” This guides individual behavior and clarifies how each individual will contribute to achieving the vision.

All members of the Baldwinsville community including students, parents, teachers, support professionals, administrators, community groups, and the Board of Education share the following beliefs and values:

Culture and Climate

- Everyone thrives in a vibrant, healthy, safe, enriching, and respectful learning environment in which we recognize that words and actions matter
- Ensure all students have the social and emotional supports necessary to feel safe and empowered to pursue their goals
- Acceptance of our individual differences regardless of race, ethnicity, gender, socio-economic status, sexual orientation, age, abilities, religious beliefs, political beliefs, and other ideologies

Approach to Instruction and Learning

- A successful education system comprised of effective educators develops students who are effective communicators; collaborators; creative critical thinkers; global and ethical citizens; and goal-directed, resilient learners
- Quality early childhood education is crucial to school readiness and future success
- Literacy is an essential life skill and reading proficiency is critical for the academic success of all students
- Dynamic and supportive partnerships among students, families, educators, and the community are critical to meet student needs and provide enriching experiences
- Differentiated instructional strategies are necessary to accommodate diverse learning needs

Individual Student Needs

- Diversity, equity, and inclusion are recognized as core institutional values that drive decision-making, resource allocation, and the development of all policies and practices
- Embrace every student’s unique talents and abilities through diverse, inclusive, and equitable learning experiences thus allowing each student to achieve success in

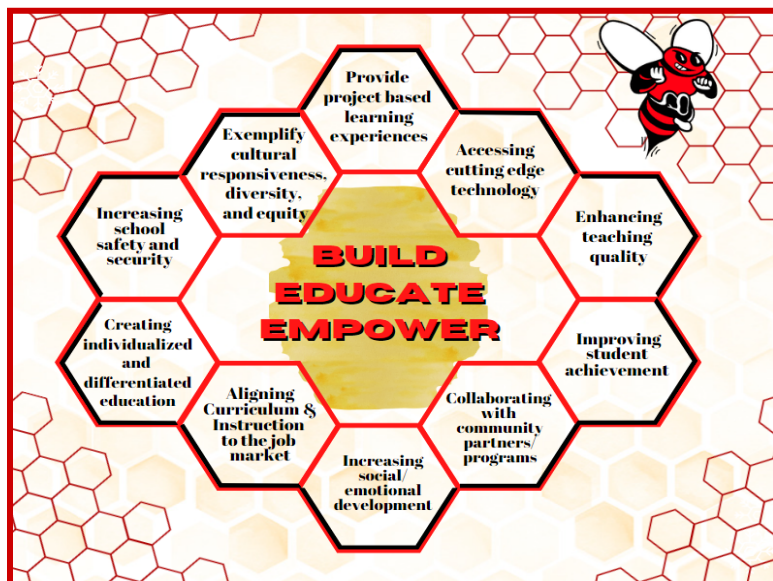
whatever path they choose

- Each student is entitled to a high-quality education
- A well-rounded education enables students to lead productive, fulfilling, creative, and culturally rich lives

Priorities

Answers the questions: “Which strategies will lead us to success?” Strategic priorities are values and strategies that guide us to achieve our goals. These priorities align with our district’s vision, mission, and culture to lead our organization to success.

- Provide Project-Based Learning Experiences
- Accessing Cutting-Edge Technology
- Enhancing Teaching Quality
- Improving Student Achievement
- Collaborating with Community Partners/Programs
- Increasing Social Emotional Development
- Aligning Curriculum and Instruction to the Job Market
- Creating Individualized and Differentiated Education
- Increasing School Safety and Security
- Exemplify Cultural Responsiveness, Diversity, and Equity



Shared Goals

Answers the questions: Which steps and when? These provide targets and timelines including establishment of incremental steps and indicators to monitor progress.

- Increase school safety and security measures by supporting mental health opportunities and a learning environment that is safe and secure for students and staff
- Create a communication plan / partnership with families, higher education, businesses, community organizations, and the armed forces to enhance student programming that will meet the demands of the local and global marketplace
- Recognize and support the unique academic needs of all students
- Create job-embedded opportunities for teachers to develop and apply new skills (develop a culture of professional learning and improvement)
- Create an environment where all students, staff, and families feel a sense of belonging
- Prepare students to be knowledgeable critical thinkers, communicators, collaborators, creators, and contributors
- Ensure continued access to state-of-the-art technology systems, products and programs that will allow students to compete in college and career ready occupations
- Expand available learning opportunities including Enrichment programs to fit the needs of all students
- Establish and strengthen partnerships with businesses and community organizations/partners to support student success and experience
- Continue to evolve the social/emotional supports to meet the needs of all students

Strategic Goals with Prioritized Objectives

Increasing School Safety and Security

Goal: Increase school safety and security measures by supporting mental health opportunities and a learning environment that is safe and secure for all students and staff

- Communicate available mental health services and updated resources for students and staff
- Continue to provide SRO/SRPO support in all buildings
- Incorporate ongoing safety trainings and review of reporting requirements for staff and students (active shooter, evacuation, lockdown, lockout, “see something, say something” campaign)
- Utilize Smart Schools Grant funding to embed measures to address physical safety (window coverings, door locks, weapons detection, cameras)
- Educate community stakeholders about general safety measures
- Embed internet security protocols to protect staff and students
- Offer wellness activities for staff and students

Aligning Curriculum and Instruction to the Job Market

Goal: Create a communication plan / partnership with families, higher education, businesses, community organizations, and the armed forces to enhance student programming that will meet the demands of the local and global marketplace

- Develop a comprehensive list of higher education, community partners and businesses that can support student programming and opportunities
- Ensure the local curriculum remains relevant and flexible to accommodate the evolving needs of the marketplace
- Create opportunities for student and family involvement in activities that will enhance the educational experience
- Embrace new technologies that will advance our students in an ever-changing job market

Creating Individualized and Differentiated Education

Goal: *Recognize and support the unique academic needs of all students*

- Provide instructional materials to support a variety of learning differences across disciplines
- Utilize a variety of developmentally appropriate engagement strategies with research based and inclusive curricula
- Provide stakeholders with professional learning centered on a variety of engagement strategies
- Integrate effective technology that can reach a variety of learners and enhance learning engagement
- Cultivate an inclusive environment by providing high-quality, specially-designed instructional opportunities to meet unique needs (e.g., students with disabilities, economically disadvantaged students, English learners, gifted learners)

Enhancing Teaching Quality

Goal: *Develop a culture of professional learning and improvement*

- Create job-embedded opportunities for teachers to develop and apply new skills
- Offer mentorship and coaching support to foster educator success
- Target evidence-based, high-quality professional learning that supports the development of teachers' best instructional strategies
- Provide opportunities for staff members to collaborate with colleagues on shared goals
- Coordinate opportunities for teachers to access relevant, authentic, and practical learning experiences
- Recruit, retain, and support diverse faculty and staff
- Provide high-quality, strategically-aligned professional learning for all staff
- Develop and refine career-advancement pathways and growth opportunities as a means of valuing and retaining staff

Exemplify Cultural Responsiveness, Diversity, and Equity

Goal: Create an environment where all students, staff, and families feel a sense of belonging

- Offer a variety of Professional Development opportunities to execute culturally responsive instruction
- Provide a robust curriculum that represents and reflects culturally diverse identities and beyond
- Investigate, prioritize, and seek opportunities that support diverse employment practices
- Foster relationships that build a sense of belonging for students from all backgrounds by implementing programs that eliminate the barriers to access
- Validate the student experience with decision making that reflects diversity, equity, and inclusion as core institutional values

Provide Project-Based Learning Experiences

Goal: Prepare students to be knowledgeable critical thinkers, communicators, collaborators, creators, and contributors

- Provide professional development on problem-based learning/rigor
- Develop problem-based learning units of instruction
- Implement problem-based learning units
- Ensure systems meet the needs of project-based learning

Accessing Cutting-Edge Technology

Goal: Ensure continued access to state-of-the-art technology systems, products, and programs that will allow students to compete in college and career ready occupations

- Develop robust budgeting cycles that include a focus on technology demands and needs from the student perspective
- Future-proof the district network for scalability and adaptability to meet the growing demand of modern technologies
- Provide continuous education and in-classroom coaching for staff and students on

the use of new technologies

- Continue to improve and implement a secure network infrastructure to safeguard students' access to the internet and ensure a safe and secure online learning environment
- Explore innovative technologies to integrate into the school's learning environment
- Ensure students use modern technologies ethically and responsibly as digital citizens

Improving Student Achievement

Goal: *Expand available learning opportunities including Enrichment programs to fit the needs of all students*

- Expand opportunities for multiple Accessible Pathways to Success through diverse programming
- Enable Core Academic Excellence by providing rigorous instruction for all students

Collaborating with Community Partners/Programs

Goal: *Establish and strengthen partnerships with businesses and community organizations / partners to support student success and experience*

- Create opportunities to increase community involvement in school and district events / activities
- Enhance communication between school, home, and community using best practices and preferred modes of communication
- Build additional community partnerships to enhance student programming
- Engage community partners and parents in the school's volunteer programs so they can participate in supporting district-wide, school-wide, and classroom activities
- Develop a comprehensive list of current community partners and in what capacity they support district programs
- Deepen family engagement by offering inclusive opportunities for conversation across the district

Increasing Social Emotional Development

Goal: *Adapt social/emotional supports to meet the needs of all students*

- Develop healthy identities by fostering a sense of community and self-awareness by engaging all students
- Expand the spectrum of experiences and enrichment opportunities to create global citizens for our future
- Provide a tiered level of support to ensure the mental and behavioral health of all students
- Use available data and staff resources to proactively identify students' social, emotional, and academic needs

Strategic Plan as a Living Document

A living document is:

- edited and updated annually
- relevant to all stakeholders
- at the forefront of daily actions and decisions

Context for Plan Development

The Baldwinsville Central School District Board of Education desired a new strategic plan to guide the years to come and as a result a new strategic planning committee was developed.

The thinking was to create an adaptive document so that as times and pressures on school districts change, the document and practices evolve. This plan will be reviewed annually in accordance with accompanying data so that progress can be evaluated. Since goals must be measurable, within this process, the fundamental aim is to have plans customized by each individual school building and department. Each building in turn will develop individual plans based upon collection of data targeted at common goals, which will bring the District's mission to life.

In the spring of 2022, a committee consisting of representative members from the Board of Education (BOE), Baldwinsville Association of Principals and Instructional Supervisors (BAPIS), Baldwinsville Teachers Association (BTA), Baldwinsville Educational Support Professionals Association (BESPA), district administration, students, community members, and parents was assembled and a series of meetings were held to begin the required steps of designing a new

strategic plan.

During 2021-2022 the following was accomplished:

- Purpose, timeline, and communication plans established
- Roles and norms identified
- Work and data to date reviewed
- Extension of previous plan for 1 school year

The committee reconvened during the fall of the 2022-23 school year and the following were undertaken:

- District strategic goals and community perception survey created, piloted, and revised
- Survey disseminated
- Value and Belief statements clarified and amended
- Accompanying narrative created
- Initial district focus objectives prioritized
- Annual plan for review and revision developed
- Vision for document created
- Big ideas generated, prioritized, and clarified
- Goals and bullets defined/refined
- Metrics developed
- One page document/overview formatted and reviewed

Prioritized Objectives

The articulated goals are long-term with shorter term objectives for each goal. The objectives further define the goals by identifying possible steps and critical elements toward achievement of each goal. The committee recognized that to work on all objectives at once was not realistic, yet the district needed to be moving systematically toward each goal. Surveys were sent to gather input to inform the priority of the objectives or in other words, to establish a starting

point for each goal. These objectives will guide the development of the first action plans.

Moving to Action Plans

Each building will develop specific action plans with measurable goals pertinent to their setting and students to accomplish priority objectives. These are posted on the district web page.

Review Process

June 26, 2023 - Present for Board of Education approval.

Post June 26, 2023 - Planning Committee establishes a roll-out plan for communication and implementation.

Summer 2023 - Communication plan and “road show” presentation developed.

September 2023 - Planning Committee visits each building for a “road show” and Q&A based on the strategic planning process, goals, and implementation timeline.

Fall of 2023 - Building leadership teams develop an understanding of the strategic goals, specifically focusing on the meaning of each strategic goal and corresponding objectives as each one of them relates to building level needs, supports, and data. All building-level stakeholders (instructional and support staff members) develop a shared understanding of the strategic goals and begin working with leadership teams to create an action plan for at least one of the strategic priorities.

Winter - Spring 2024 - Building leadership teams and building stakeholders continuing developing action plans for two (2) additional priorities.

Summer 2024 - Building leadership teams begin finalizing action plans while utilizing regular communication channels to solicit feedback and share development.

September / October 2024 - Buildings leadership teams will share action plans with the Board of Education.

2024-2025 - Full implementation of building action plan cycles with fall updates inclusive of prior year results and establishment of new goals / plans / action steps.



Baseline Data

The district will use an interactive data report card to highlight data from each school building and department. It is anticipated that baseline data will come from the most recent or prior school year. Updated interactive data reports will be aligned to actions identified in the building and department plans.