

TO: Board of Education

FROM: Shawn McDonough, Implementation Team Co-Leader  
Kim Malone, Implementation Team Co-Leader

Date: October 25, 2012

RE: Recommended Revisions to the Strategic Plan

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**On behalf of the Implementation Team, we present the following recommended revisions to the Strategic Plan:**

***Character Education and Wellness, Strategic Intent #1 (current language):***

*By 2012, all students PreK-12 will achieve 75%, or greater, of grade level competencies from the Horseheads Central School District Character Education Program.*

**Character Education and Wellness, Strategic Intent #1 (recommended revisions):**

- (a) By 2015, 75% of respondents on the Student Voice will Strongly Agree/Agree that the District has an effective Character Education Program PreK-12 that clearly articulates standards for student behavior, and supports a safe learning environment for all students as measured by the following:
- Our school has clear rules (Q 4);
  - I have people to go to if I am having trouble (Q 8);
  - I feel safe at school (Q 41);  
and
  - I feel welcomed and part of my school (Q 44).
- (b) By 2015, 75% of respondents on the Community Engagement Survey will Strongly Agree/Agree that the District has an effective Character Education Program PreK-12 that clearly articulates standards for student behavior, and supports a safe learning environment for all students as measured by the following:
- Our athletic/co-curricular programs support student character development (Q 38) (new);  
and
  - The district has clear standards for student behavior (Q 46) (new).

***Student Achievement, Strategic Intent #1 (current language):***

- (a) *By 2012, the percentage of students in our District who achieve a level 3 or 4 on all NYS assessments in grades 3-8 will be a minimum of 10% higher than the state average of students who achieve a level 3 or 4. If a building's percentage is already at 10% above the state average, the building's site-based team will determine the desired achievement level.*
- (b) *By 2012, the percentage of students in our District who achieve 85% (mastery) on NYS Regents exams will be a minimum of 10% higher than the state average of students who achieve 85%; we will also see the percentage of students in our District who achieve 65% (passing) will be a minimum of 10% higher than the state average of students who achieve 65%. If a building's percentage is already at 10% above the state average, the building's site-based team will determine the desired achievement level.*

**Student Achievement, Strategic Intent #1 (recommended revisions):**

- (a) By 2015, the percentage of students in our District who achieve a level 3 or 4 on all NYS assessments in grades 3-8 will be a minimum of 10% higher than the state average of students who achieve a level 3 or 4. If a building's percentage is already at 10% above the state average, the building's site-based team will determine the desired achievement level.
- (b) By 2015, the percentage of students in our District who achieve 85% (mastery) on NYS Regents exams will be a minimum of 10% higher than the state average of students who achieve 85%; we will also see the percentage of students in our District who achieve 65% (passing) will be a minimum of 10% higher than the state average of students who achieve 65%. If a building's percentage is already at 10% above the state average, the building's site-based team will determine the desired achievement level.

**\*\*Community Relations and Partnerships, Strategic Intent #1 (current language):**

*By 2015, 85% of respondents in the Community Engagement Survey will Strongly Agree/Agree that the District communicates well as measured by the following:*

- *The District communicates with them in a sufficient manner (Q 3);*
- *The District website and mailings provide accurate, timely, and relevant information (Q 14);*  
*and*
- *The District actively reaches out to its stakeholders (i.e., residents, parents, businesses) (Q 25).*

**\*\*Community Relations and Partnerships, Strategic Intent #1 (recommended revisions):**

By 2015, 85% of respondents in the Community Engagement Survey will Strongly Agree/Agree that the District communicates well as measured by the following:

- I receive sufficient information about district activities and events (Q 3) (old);
- I receive ample information about district activities and events (Q3) (new);
- The district website and mailings provide accurate, timely, and relevant information (Q 14) (old);
- Communications provide accurate, timely and relevant information (Q15) (new);
- The district website provides valuable information (Q39) (new);  
*and*
- The district actively reaches out to its stakeholders (residents, parents, businesses) (Q 25) (old), (Q27) (new).

**\*\*Community Relations and Partnerships, Strategic Intent #2 (current language):**

*By 2015, 75% of respondents on the Community Engagement Survey will Strongly Agree/Agree that the District will provide ways for all stakeholders to be positively involved in the school community as measured by the following:*

- *The District offers meaningful opportunities to be involved in the schools (Q 4);*
- *I feel welcomed when on campus (Q 15);*
- *I feel connected to the District as a member of the community (Q 26);*
- *The District has effectively formed partnerships with various community groups and associations (Q 5);*  
*and*
- *The District has successfully built community support, where people take interest in our schools (Q 27).*

**\*\*Community Relations and Partnerships, Strategic Intent #2 (recommended revisions):**

By 2015, 75% of respondents on the Community Engagement Survey will Strongly Agree/Agree that the District will provide ways for all stakeholders to be positively involved in the school community as measured by the following:

- The district offers meaningful opportunities to be involved in the schools (Q 4) (old);
- Our district appropriately involves our community in planning (Q4) (new);
- I feel welcomed when on campus (Q 15) (old);
- I feel welcomed when I attend activities (Q16) (new);
- I feel connected to the district as a member of the community (Q 26) (old), (Q28) (new);
- The district has effectively formed partnerships with various community groups and associations (Q 5) (old);
- The district has effectively formed partnerships with various community groups (Q5) (new);  
and
- The district has successfully built community support, where people take interest in our schools (Q 27) (old);
- The community is positive and optimistic about working with schools (Q31) (new).

***Community Relations and Partnerships, Strategic Intent #4 (current language):***

*By 2015, 70% of parents/families will Strongly Agree/Agree that the District provides information about curricular and non-curricular opportunities and the process for involving their students.*

**Community Relations and Partnerships, Strategic Intent #4 (recommended revisions):**

By 2015, 70% of parents/families will Strongly Agree/Agree that the District provides information about curricular and non-curricular opportunities and the process for involving their students as measured by key questions in the Community Engagement Survey. Key questions to include:

- I receive sufficient information about district activities and events (Q 3) (old)
- I receive ample information about district activities and events (Q 3) (new)
- The district website and mailings provide accurate, timely and relevant information (Q 14) (old)
- Communications provide accurate, timely and relevant information (Q 15) (new)
- The district website provides valuable information (Q 39) (new)

**\*\*Buildings and Facilities, Strategic Intent #3 (current language):**

By 2015—

- *75% of the residents will Strongly Agree/Agree that District facilities provide opportunities for the community to access and enjoy (Q 28) CES;*
- *85% of residents and District staff will Strongly Agree/Agree that the District provides a safe, secure environment which supports teaching and learning (Q 10) CES; and*
- *75% of students will respond positively to questions about the school environment on the Student Asset Survey*

**\*\*Buildings and Facilities, Strategic Intent #3 (recommended revisions):**

By 2015—

75% of the residents will Strongly Agree/Agree that

- District facilities provide opportunities for the community to access and enjoy (Q 28) (old CES)
- Our schools are available for community use (Q11) (new CES)

85% of residents and district staff will Strongly Agree/Agree that

- The district provides a safe, secure environment which supports teaching and learning (Q 10) (both CES)

75% of students will

- Respond positively to questions about the school environment on the Student Asset Survey (Q 41) (SV)

**\*\*Financial Planning and Development, Strategic Intent #4 (current language):**

*By 2015, at least 70% of the respondents of Community Engagement Survey will Strongly Agree/Agree that:*

- *The District makes wise decisions in capital projects (Q 11);*
- *Is responsible in budgeting and taxation (Q 22);*  
*and*
- *Provides value in education (Q 33).*

**\*\*Financial Planning and Development, Strategic Intent #4 (recommended revisions):**

By 2015, at least 70% of the respondents of Community Engagement Survey will Strongly Agree/Agree that:

- The district makes wise decisions in capital projects (Q 11) (old);
- The district makes wise choices for capital improvements (building/facilities projects) (Q12) (new);
- The district is responsible in matters of budgeting and taxation (Q 22) (old), (Q24) (new);  
and
- I feel our district provides value in education (Q 33) (old);
- Our district provides value in education (Q36) (new).

**\*\*Professional Development and District Culture, Strategic Intent #2 (current language):**

*(a) By 2015, 75% of the Horseheads staff will indicate that they have a positive view of the District as measured by key questions in the District Performance Scan. Key questions will include:*

- *Each staff member accepts responsibility for their performance (Q 5)*
- *We trust each other (Q 7)*
- *Communication flows openly within this organization (Q 10)*
- *People enjoy working with each other and genuinely care about their colleagues (Q 29)*
- *We allow staff the time and support necessary to integrate new learning's/Procedures (Q 36)*
- *We meet on a sufficient and regular basis (Q 40)*
- *We have sufficient time for professional development (Q 41)*
- *We work to maintain the fundamentals of teamwork (Q 51)*

*(b) By 2015, 75% of students in grades 3 – 12 will have indicated that they have a positive view of the District as measured by key questions on a student survey (i.e. PLC's Student Voice).*

*(c) By 2015, 75% of the Horseheads Community will indicate they have a positive view of the District as measured by key questions in the Community Engagement Survey. Key questions to include:*

- *District staff is approachable, available and courteous (Q 12)*
- *I have had positive experiences when interacting with district staff (Q 23)*
- *District staff contributes to a positive nurturing environment (Q 32)*

**\*\*Professional Development and District Culture, Strategic Intent #2 (recommended revisions):**

- (a) By 2015, 75% of the Horseheads staff will indicate that they have a positive view of the District as measured by key questions in the District Performance Scan. Key questions will include:
- Each staff member accepts responsibility for their performance (Q 5) (old)
  - Each staff member in my school/area accepts responsibility for their performance (Q 5) (new)
  - We trust each other (Q 7) (old)
  - I trust the people I work with (Q6) (new)
  - Communication flows openly within the organization (Q 10) (old)
  - Communication flows openly in my school/area (Q9) (new)
  - People enjoy working with each other and genuinely care about their colleagues (Q 29) (old)
  - People enjoy working with each other in my school/area (Q30) (new)
  - We allow staff the time and support necessary to integrate new learning's/Procedures (Q 36) (old)
  - Our curriculum and academic offerings prepare our students for life experiences (Q38) (new)
  - We meet on a sufficient and regular basis (Q 40) (old)
  - Our collaboration creates results (Q42) (new)
  - We have sufficient time for professional development (Q 41) (old)
  - Our school/area has sufficient time for staff development (Q43) (new)
  - We work to maintain the fundamentals of teamwork (Q 51) (old)
  - In my school/area, our collaborative team has had a positive impact on students (Q54)(new)
- (b) By 2015, 75% of students in grades 4 – 12 will have indicated that they have a positive view of the District as measured by key questions in the Student Voice. Key Questions will include:
- Our Administrators (Principal/Assistant Principal) are good leaders (Q 9) (both)
  - My teachers are good at teaching and helping me learn (Q 13) (both)
  - My school is clean and neat (there is no litter, floors are clean, cafeteria is clean, windows are clean) (Q 23)(4-6)
  - Our buildings are clean, updated and well maintained (Q 23) (7-12)
  - My school is an outstanding school (Q 42) (4-6)
  - We are an outstanding school district (Q 42) (7-12)
- (c) By 2015, 75% of the Horseheads Community will indicate they have a positive view of the District as measured by key questions in the Community Engagement Survey. Key questions to include:
- District staff is approachable, available and courteous (Q 12) (old), (Q13) (new)
  - I have had positive experiences when interacting with district staff (Q 23) (old), (Q25) (new)
  - District staff contributes to a positive, nurturing environment (Q 32) (old)
  - The district provides a safe, secure environment for staff and students (Q10) (new)

\*\* amendments due to changes in numbers and/or wording of questions in  
Community Engagement Survey & District Performance Scan

Thank you for considering these recommendations.