



**West Irondequoit School District
Strategic Plan
2021-2026
*“Choosing to Rise”***

Mission of the West Irondequoit School District

The West Irondequoit Central School District partners with our community in providing a comprehensive educational experience that balances high expectations, diverse opportunities, intellectual growth, and personal responsibility. Our community welcomes each child, nurtures each mind, and inspires each other to peak performance

West Irondequoit Core Commitments

We are committed to partnering with our community to:

- Provide challenging curricula and embrace authentic experiences that complement the academic achievement of each student.
- Foster the emotional and physical wellness of all students.
- Encourage students to embrace creativity, welcome challenges, learn from setbacks, and develop resilience as integral parts of lifelong learning.
- Maintain a working environment that draws and retains knowledgeable, creative, dedicated, and caring professionals.
- Balance resources and educational needs to promote a fiscally sound and financially stable educational program.
- Provides students opportunities to explore possible careers, develop future paths, and hone 21st century skills for global citizenship.

The West Irondequoit Strategic Plan is focused on 4 key focus areas and goals for each:

- **Curriculum:** Promote excellence, equity, and inclusion through a viable and guaranteed curriculum
- **Instruction:** Establish instructional practices to ensure success for all learners.
- **Implementation Systems:** Ensure alignment, diversity, equity, inclusion, and access across all systems in West Irondequoit.
- **Well Being of Self and Community:** Create a welcoming and inclusive community where all members are valued and the wellness of each individual is at the forefront.

Each focus area has several initiatives and actionable outcomes. These are divided among the five years of the Strategic Plan.

Curriculum

Objective: Promote excellence, equity, and inclusion through a viable and guaranteed curriculum.

Initiative Area and Goal: Data-driven instruction - Effectively utilize data to inform curriculum and student achievement.

| Task | Person Responsible | Date of Progress Report to Superintendent | Year |
|--|---------------------------|--|-------------|
| Analyze current curricular data systems and processes to develop and implement common data protocols K-12, aligned with best practice. | Office of Instruction | By June 30, 2022 | 1 |
| Adjust assessments to ensure alignment to curriculum (benchmark, formative & summative assessments) | Office of Instruction | By June 30, 2023 | 2 |
| Evaluate the use of data protocols and assessments | Office of Instruction | By June 30, 2023 | 2 |

Curriculum

Objective: Promote excellence, equity, and inclusion through a viable and guaranteed curriculum.

Initiative Area and Goal: **Access for All - Provide** Inclusive and culturally responsive education for all.

| Task | Person Responsible | Date of Progress Report to Superintendent | Year |
|---|---------------------------|--|-------------|
| In alignment with creation of definition of curriculum and common curriculum template research and identify elements of a culturally responsive (CR) curriculum | Office of Instruction | By June 30, 2022 | 1 |
| Review, analyze and adjust CR and DEI within curriculum | Office of Instruction | By June 30, 2023 | 2 |
| Create a system of accountability to ensure that CR and DEI within the curriculum are effectively implemented. | Office of Instruction | By June 30, 2024 | 3 |

Curriculum

Objective: Promote excellence, equity, and inclusion through a viable and guaranteed curriculum.

Initiative Area and Goal: College and Career Readiness (CCR) - Ensure that all graduates are prepared for post-secondary opportunities.

| Task | Person Responsible | Date of Progress Report to Superintendent | Year |
|---|---------------------------|--|-------------|
| Develop and communicate characteristics of a student who is CCR | Office of Instruction | By June 30, 2022 | 1 |
| Define outcomes of an IHS graduate | Office of Instruction | By June 30, 2023 | 2 |
| Create and implement a self-exploration audit for students starting in grade 9 | Office of Instruction | By June 30, 2023 | 2 |
| Increase K-8 awareness of CCR to support student understanding of what they are learning, why they are learning it, and how they can use it | Office of Instruction | By June 30, 2023 | 2 |
| Increase K - 12 partnerships of community stakeholders to support College and Career Readiness | Office of Instruction | By June 30, 2024 | 3 |
| Establish an evaluation process of College and Career Readiness | Office of Instruction | By June 30, 2024 | 3 |

Curriculum

Objective: Promote excellence, equity, and inclusion through a viable and guaranteed curriculum.

Initiative Area and Goal: Criteria for Process: Establish curriculum process to provide access to rigorous instruction by all.

| Task | Person Responsible | Date of Progress Report to Superintendent | Year |
|---|---------------------------|--|-------------|
| Analyze existing curriculum processes | Office of Instruction | By June 30, 2022 | 1 |
| Evaluate new and existing curriculum for alignment to process | Office of Instruction | By June 30, 2023 | 2 |
| Identify warehouse for curriculum providing ease of access by teachers and administrators | Office of Instruction | By June 30, 2023 | 2 |
| Create process for professional development onboard for curriculum writing | Office of Instruction | By June 30, 2023 | 2 |
| Create procedure for adopting, adapting, piloting, and writing curriculum | Office of Instruction | By June 30, 2024 | 3 |
| Establish a process for review of curriculum | Office of Instruction | By June 30, 2024 | 3 |

Instruction

Objective: Establish instructional practices to ensure success for all learners.

Initiative Area and Goal: Professional Development for All - Develop and deliver targeted professional development based on identified areas of need or initiatives.

| Task | Person Responsible | Date of Progress Report to Superintendent | Year |
|---|---------------------------|--|-------------|
| Develop and implement a plan to provide professional development based on staff needs | Office of Instruction | By June 30, 2023 | 2 |
| Evaluate the effectiveness of the professional development plan | Office of Instruction | By June 30, 2025 | 4 |

Instruction

Objective: Establish instructional practices to ensure success for all learners.

Initiative Area and Goal: Instructional Framework – Implement a consistent instructional model that is accessible to all staff and students.

| Task | Person Responsible | Date of Progress Report to Superintendent | Year |
|--|---------------------------|--|-------------|
| Research best practices to identify gaps in current instructional model and create a model to merge District beliefs with research-based practices | Office of Instruction | By June 30, 2022 | 1 |
| Develop a communication and professional development plan to introduce an Instructional Framework. | Office of Instruction | By June 30, 2023 | 2 |
| Implement the Instructional Framework | Office of Instruction | By June 30, 2024 | 3 |
| Evaluate the implementation of the Instructional Framework | Office of Instruction | By June 30, 2025 | 4 |

Instruction

Objective: Establish instructional practices that ensure success for all learners.

Initiative Area and Goal: Instructional accountability - Implement a shared and equitable accountability system that ensures consistency of instruction, assessment, and evaluation.

| Task | Person Responsible | Date of Progress Report to Superintendent | Year |
|---|---------------------------|--|-------------|
| Implement accountability system | Office of Instruction | By June 30, 2023 | 2 |
| Develop an accountability system for assessment, observation/evaluation | Office of Instruction | By June 30, 2024 | 3 |
| Evaluate accountability system and adjust as warranted | Office of Instruction | By June 30, 2026 | 5 |

Instruction

Objective: Establish instructional practices that ensure success for all learners.

Initiative Area and Goal: Grading - Create and implement a consistent, meaningful and equitable standards-based grading system.

| Task | Person Responsible | Date of Progress Report to Superintendent | Year |
|--|---------------------------|--|-------------|
| Research best practices and assess District use of standards-based grading to align of grading systems | Office of Instruction | By June 30, 2022 | 1 |
| Create an alignment of grading systems that integrates standards-based grading K-12. | Office of Instruction | By June 30, 2022 | 2 |
| Provide training and implement grading system | Office of Instruction | By June 30, 2023 | 2 |
| Evaluate and refine grading system | Office of Instruction | By June 30, 2024 | 3 |

Implementation Systems

Objective: Ensure alignment, diversity, equity, inclusion, and access across all systems in West Irondequoit.

Initiative Area and Goal: Staff Recruitment and Retention - Recruit and retain the highest quality staff, reflective of the diversity of the West Irondequoit community.

| Task | Person Responsible | Date of Progress Report to Superintendent | Year |
|---|---------------------------|--|-------------|
| Evaluate and adjust recruitment processes for all employee positions | Office of Human Resources | By June 30, 2022 | 1 |
| Create consistent and equitable protocols for recruitment, interviews, and hiring | Office of Human Resources | By June 30, 2022 | 1 |
| Provide appropriate staff on-boarding and support for new employees | Office of Human Resources | By June 30, 2023 | 2 |

Implementation Systems

Objective: Ensure alignment, diversity, equity, inclusion, and access across all systems in West Irondequoit.

Initiative Area and Goal: Comprehensive Communication - Equitably and effectively prioritize communication between all internal and external stakeholders.

| Task | Person Responsible | Date of Progress Report to Superintendent | Year |
|--|------------------------------|--|-------------|
| Review and investigate policies for community facility use and services | Office of Finance | By June 30, 2022 | 1 |
| Investigate, identify, and implement communication systems that work for students, parents, staff | Office of Public Information | By June 30, 2022 | 1 |
| Provide stakeholders with information regarding District-wide and building level communication structures as appropriate | Office of Public Information | By June 30, 2023 | 2 |

Implementation Systems

Objective: Ensure alignment, diversity, equity, inclusion, and access across all systems in West Irondequoit.

Initiative Area and Goal: Professional Development Frameworks - Create a comprehensive professional development plan that focuses on multiple methods of delivery, is relevant to staff needs, inclusive to all staff and is aligned to district goals.

| Task | Person Responsible | Date of Progress Report to Superintendent | Year |
|---|---------------------------|--|-------------|
| Conduct research on current and potential state of professional development for all staff | Office of Instruction | By June 30, 2023 | 2 |
| Create a new professional development framework for all staff that is relevant, differentiated, and delivered using multiple modalities and at varied levels of depth | Office of Instruction | By June 30, 2023 | 2 |
| Evaluate effectiveness of professional development across the district to ensure appropriateness and equitable access. | Office of Instruction | By June 30, 2024 | 3 |

Implementation Systems

Objective: Ensure alignment, diversity, equity, inclusion, and access across all systems in West Irondequoit.

Initiative Area and Goal: Systems for equity in experiences - Ensure policies and systems are in place to provide equity for all students.

| Task | Person Responsible | Date of Progress Report to Superintendent | Year |
|---|----------------------------|--|-------------|
| Analyze continuum of current systems of student support and services and adjust according to findings | Office of Student Services | By June 30, 2022 | 1 |
| Assess extracurricular and co-curricular opportunities and adjust to increase access by all students | Building Principals | By June 30, 2023 | 2 |
| Conduct an analysis of the neighborhood school configuration through the lens of diversity and staffing | Office of Human Resources | By June 30, 2023 | 2 |
| Assess school configuration through the lens of the availability of student services and needs | Office of Student Services | By June 30, 2023 | 2 |
| Determine current district transportation needs and provide equitable access for before and after school activities | Office of Finance | By June 30, 2023 | 2 |

Implementation Systems

Objective: Ensure alignment, diversity, equity, inclusion, and access across all systems in West Irondequoit.

Initiative Area and Goal: Data Systems Alignment/Access - Create a secure, sustainable and aligned data collection system across initiatives that is accessible.

| Task | Person Responsible | Date of Progress Report to Superintendent | Year |
|--|---------------------------|--|-------------|
| Evaluate and refine data collection system that is efficient, comprehensive, and aligned to district initiatives | Office of Instruction | By June 30, 2023 | 2 |

Implementation Systems

Objective: Ensure alignment, diversity, equity, inclusion, and access across all systems in West Irondequoit.

Initiative Area and Goal: Faculty and Staff Supervision - Equitably align supervision that is reflective of district goals and initiatives and celebrates autonomy.

| Task | Person Responsible | Date of Progress Report to Superintendent | Year |
|---|---------------------------|--|-------------|
| Enhance the observation and evaluation system to ensure student success and identify professional development needs for staff | Office of Human Resources | By June 30, 2024 | 3 |
| Refine the supervision processes for all staff evaluations | Office of Human Resources | By June 30, 2024 | 3 |
| Identify appropriate professional development needs based on staff evaluation systems created by District | Office of Instruction | By June 30, 2025 | 4 |

Well Being of Self and Community

Objective: Create a welcoming and inclusive community where all members are valued and the wellness of each individual is at the forefront.

Initiative Area and Goal: Communication - Enhance and clarify our communication systems for all members of the community to ensure accountability and equity for all stakeholders.

| Task | Person Responsible | Date of Progress Report to Superintendent | Year |
|---|------------------------------|--|-------------|
| Develop protocols and expectations for communication to families and community from each building | Office of Public Information | By June 30, 2022 | 1 |
| Establish and communicate standards for grade levels regarding school -to-family communication | Building Principals | By June 30, 2023 | 2 |
| Enhance communication between school, home, and community using best practice protocols and multiple modes of communication | Office of Public Information | By June 30, 2023 | 2 |
| Develop district-wide practices to support family engagement with homework and academic progress | Building Principals | By June 30, 2023 | 2 |
| Develop formal methods and schedule opportunities for stakeholders to give and receive communication | Office of Public Information | By June 30, 2023 | 2 |
| Analyze and adjust the transition between buildings regarding information, data, student plans, etc. for | Office of Instruction | By June 30, 2024 | 3 |

| | | | |
|---|------------------------------|------------------|---|
| effectiveness, clarity, and areas of improvement and support | | | |
| Create systems to incorporate student communication and feedback for transitions, goal setting, academics, opportunities, etc.2/3 | Office of Student Services | By June 30, 2023 | 2 |
| Promote student activities and achievements | Building Principals | By June 30, 2024 | 3 |
| Refine orientation information and materials to welcome new families to the district | Office of Public Information | By June 30, 2024 | 3 |

Well Being of Self and Community

Objective: Create a welcoming and inclusive community where all members are valued and the wellness of each individual is at the forefront.

Initiative Area and Goal: Health, Safety, and Wellness (behavior)- Ensure the physical, social, and emotional wellbeing of students, staff, and families.

| Task | Person Responsible | Date of Progress Report to Superintendent | Year |
|--|----------------------------|--|-------------|
| Analyze and refine the Code of Conduct to ensure it meets state and local guidelines | Office of Human Resources | By June 30, 2022 | 1 |
| Develop and implement restorative building protocols aligned with the Code of Conduct | Office of Student Services | By June 30, 2023 | 2 |
| Analyze discipline respective to SES and demographics and address the inequities that may be found | Office of Student Services | By June 30, 2023 | 2 |
| Train staff in restorative practices, trauma, informed care, TCI (PD implementation) | Office of Student Services | By June 30, 2023 | 2 |
| Create opportunities for families to learn about behavioral expectations and responsive practices | Office of Student Services | By June 30, 2025 | 4 |

Well Being of Self and Community

Objective: Create a welcoming and inclusive community where all members are valued and the wellness of each individual is at the forefront.

Initiative Area and Goal: Health, Safety, and Wellness (Staff Self-care)- Ensure the physical, social, and emotional wellbeing of students, staff, and families.

| Task | Person Responsible | Date of Progress Report to Superintendent | Year |
|--|---------------------------|---|------|
| Develop and implement a program to ensure staff have meaningful access to necessary resources for their well-being | Office of Human Resources | By June 30, 2026 | 2 |

Well Being of Self and Community

Objective: Create a welcoming and inclusive community where all members are valued and the wellness of each individual is at the forefront.

Initiative Area and Goal: Health, Safety, and Wellness (SEL) - Ensure the physical, social, and emotional wellbeing of students, staff, and families.

| Task | Person Responsible | Date of Progress Report to Superintendent | Year |
|---|----------------------------|--|-------------|
| Assess tiered SEL supports and implement best practices | Office of Student Services | By June 30, 2023 | 2 |
| Provide awareness of and access for outside mental health resources (agency linkage, COVID re-entering support needs) | Office of Student Services | By June 30, 2024 | 3 |

Well Being of Self and Community

Objective: Create a welcoming and inclusive community where all members are valued and the wellness of each individual is at the forefront.

Initiative Area and Goal: Voice and Representation - Engage all members of the school community in meaningful opportunities to be heard and represented to impact decision making.

| Task | Person Responsible | Date of Progress Report to Superintendent | Year |
|--|---------------------------|--|-------------|
| Analyze current opportunities for equitable and meaningful participation in decision making for students, staff, and community members | Office of Instruction | By June 30, 2024 | 3 |
| Develop formal structures and policies for equitable decision making and feedback that create opportunities for involvement | Office of Instruction | By June 30, 2024 | 3 |
| Implement platforms (website, groups, partnerships) to drive equitable engagement within the school community | Office of Instruction | By June 30, 2024 | 3 |

Well Being of Self and Community

Objective: Create a welcoming and inclusive community where all members are valued and the wellness of each individual is at the forefront.

Initiative Area and Goal: Diversity, Equity, Inclusion and Access - Provide an affirming, safe, and equitable environment that reflects, respects and embraces our diverse community.

| Task | Person Responsible | Date of Progress Report to Superintendent | Year |
|--|---------------------------|--|-------------|
| Create a Board of Education policy focused on Diversity, Equity and Inclusion | Office of Human Resources | By June 30, 2022 | 1 |
| Enhance and sustain ongoing professional development for cultural responsiveness | Office of Instruction | By June 30, 2022 | 1 |
| Assess and enhance best practices related to cultural responsiveness in all aspects of our community | Office of Instruction | By June 30, 2022 | 1 |
| Align restorative practices across buildings to establish community (yr. 1) and safely address conflict (yr. 2-3) | Office of Human Resources | By June 30, 2023 | 2 |
| Collect, evaluate, and sustain qualitative and quantitative data as it relates to equity, access, and peak performance | Office of Instruction | By June 30, 2024 | 3 |

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