



2017-18 DISTRICT GOALS

This year's goals are organized around the seven (7) major areas and comprised of thirty-one (31) action plans. The major areas of focus include:

- Curriculum & Instruction
- Student Learning
- Technology
- Professional Development
- District Operations & Policy Development
- Community Engagement
- Facilities

The goals and action plans attached in this report are intended to create a clear image of what we believe is important for our schools to accomplish as we enter the 2017-18 school year. Over the past years we have generated organizational momentum with visible signs of success. We have learned the importance for people within our schools to structure their efforts around clear and identifiable goals that have generated norms of continuous improvement. Most recently through a streamlined strategic planning process we have strived to develop District and community coherence around two central themes: *delivering relevant instructional practice that responds to an increasingly complex world and establishing a learning community that is responsive to an increasingly diverse student population.*

GOAL 1:

CURRICULUM & INSTRUCTION: Develop a rigorous, relevant and aligned curricular program delivered in a student-centered learning environment.

1. *Continue District fidelity to the District's Five Phase Model for Curriculum Design, Review and Renewal:*
 - *Phase 1- Review & Planning*
 - *Phase 2- Program Development*
 - *Phase 3- Implementation/Support*
 - *Phase 4- Evaluation*
 - *Phase 5- Maintenance*
- a. Implement PHASE 1 of Math Curriculum.
 1. Initiate development cycle to diagnosis needs, identify program strengths, areas of improvement, identify best practices, set goals & priorities.
 2. Review literature, identify best practices, conduct visitations as appropriate.
 3. Review program artifacts (assessments, assignments, materials).
 4. Review assessment data and curriculum mapping to identify program gaps.
- b. Implement PHASE 2 of Guidance Curriculum.
 1. Review best practices, ASCA Standards on skill acquisition.
 2. Conduct school visitations to schools with demonstrated effective K-12 Guidance Curriculums.
 3. Conduct professional development activities for committee to increase awareness of exemplary programs.
 4. Present findings and recommendations to Curriculum Council, Admin Council and BOE.
 5. Develop plan for curriculum writing.

6. Develop implementation plan to include acquisition of program materials.
- c. Implement PHASE 2 of special area curriculums (art, music, physical education).
 1. Schedule site visitations for respective committee members to observe effective programs.
 2. Provide professional development for committee members to broaden their knowledge and awareness of effective programming.
 3. Present findings to the Curriculum Council, Admin Council and BOE.
 4. Develop a plan for curriculum writing.
 5. Develop implementation plan to include acquisition of program materials.
- d. Continue to implement PHASE 3 of Science, PLTW and Social Studies Curriculums.
 1. Implement new PLTW units and courses (Coding Gr. 2, Green Architecture Gr. 6., Apps Creators Gr. 8, Human Body Systems and Principles of Engineering, High School.)
 2. Implement STEMscope Units as per curriculum implementation plan.
 3. Implement new Social Studies Units as per curriculum implementation plan.
 4. Provide professional development and resource support for staff.
 5. Assess progress of implementation.
- e. Implement PHASE 4 for ELA Curriculum.
 1. Select and implement evaluative design (e.g. parent, student, teacher questionnaire).
 2. Review student progress through assessments (NY Regents, Gr. 3-8 NYSED, teacher exams).
 3. Plan for curriculum revisions indicated through evaluation process.
2. *Conduct an assessment of the District's World Language Program.*
 - a. Diagnosis needs, identify strengths and weaknesses, utilize student performance indicators, assess perception of staff, students and parents.
 - b. Conduct a survey of Lower Hudson Valley schools to determine trends and world language offerings.
 - c. Survey colleges, universities and business to identify world languages that offer maximum benefits to students.
 - d. Analyze enrollment trends in current world language programs offered in the District.
 - e. Survey students and parents to assess perceptions, program needs, etc.
 - f. Present findings and recommendations to the BOE.

GOAL 2:

STUDENT LEARNING: Provide opportunities for every student to achieve success.

1. *Increase opportunities for high school students to participate in dual enrollment course work.*
 - a. Collect and analyze data on students completing dual enrollment courses in past years.
 - b. Survey Lower Hudson Valley/NJ high schools with dual enrollment programs.
 - c. Review colleges (e.g. SUNY Early College Partnership Program).
 - d. Review high school Program of Study to determine ways additional dual enrollment courses may be added.
 - e. Provide information to the BOE for consideration of program expansion.
 - f. Conduct parent/student meetings to discuss the benefits of early college dual enrollment programs.
 - g. Develop an implementation plan for 2018-19.
2. *Implement a multi-year plan with a goal to have all students reading on grade level by third grade.*
 - a. Implement the Boston Basics program.
 1. Collaborate with community organizations (e.g. Nyack Hospital, Village Libraries, Head Start, Community Centers) to coordinate activities for children 0-3 years in the five evidence-based parenting and care giving principles important for literacy development.
 2. Develop an early screening process focused on phonemic awareness for entering kindergarten students with a corresponding research-based intervention program for the Kindergarten Readiness Summer Program and extending into the first year of school.
 3. Expand professional development for regular education primary grade teachers in multi-sensory reading instruction (e.g. Orton Gillingham, Wilson, etc.).
 4. Review/Revise Response to Intervention Process.
 5. Develop benchmarks for reading progress in K-3 across the District.
 6. Implement community-based read aloud and mentoring program.

3. *Establish a multi-year plan to implement the Advancement Via Individual Determination (AVID) Program into the District.*
 - a. Develop a multi-year plan to engage students in Grades 6-12 in the principles of AVID designed to close the achievement gap and address the disproportionality of students completing higher level high school courses.
 - b. Provide training for high school staff at the AVID Institute.
 - c. Establish an AVID Coordinator job description and recommend appointment to the BOE.
 - d. Establish a profile for 8th grade cohort to participate in the AVID Program beginning in Grade 9.
 - e. Establish data collection protocols.
 - f. Hold parent meetings for participating AVID students.
 - g. Prepare Year 1 implementation for the 2018-19 school year for the Freshman cohort and develop a schedule/timeline for future cohorts Grades 6-8; 10-12.
4. *Implement a Post Graduate Survey to identify the effectiveness/achievement of our Nyack graduates in their higher education pursuits.*
 - a. Identify the target group (e.g. college freshman/juniors).
 - b. Develop the survey focusing on questions related to the District's programs and curriculum.
 - c. Develop survey protocols to maximize participation.
 - d. Collate the data to identify trends, areas of need.
 - e. Utilize the survey results to revise current programs and curriculum.
 - f. Plan a follow-up survey in 2-3 years.
5. *Implement the ExcEL Peer Network Project supported by UCLA to enhance to professional growth of our teaching staff in their knowledge and skills in working with English as a New Language students.*
 - a. Complete all requirements for the grant that has been awarded to the District.
 - b. Ensure a clear definition and vision of becoming an ExcEL school is created that guides and aligns district-wide support for the achievement of ELLs.
 - c. Identify appropriate staff and administrators and ensure time, structure and resources are made available.
 - d. Identify the site coordinator who will facilitate communications and participate in ExcEL network activities.
 - e. Generate formative data analysis and feedback to capture the implementation and impact of the program.
6. *Continue to secure NYS Special Bullet funding and implement targeted assistance programs:*
 - a. Fresh Start Alternative Program
 - b. SOAR Middle School Mentoring
 - c. Waldron Terrace K-8 Homework Club
 - d. Middle School Summer Efficacy Institute
 - e. Full Day Summer Kindergarten Readiness
 - f. High School PROMISE Mentoring Program
 - g. Saturday Bilingual STEM Academy
7. *Implement newly established partnerships to address achievement/opportunity gaps and develop greater cultural competency.*
 - a. Collaborate with RCC to implement the Liberty Partnership Program designed to target a cohort of students at risk for graduation and to facilitate high school completion and their successful transition to higher education and/or a focused career path.
 - b. Collaborate with Nyack College to implement the Science and Technology Entry Program (STEP) targeting 105 middle and high school student. The purpose is to provide an enrichment program for students, particularly students of color, who are interested in the STEM professions, social work, law and education.

Work with our Principals, Asst. Supt. for C & I, Social Studies Chair and the Multi-Cultural Council to encourage the appreciation of diversity, tolerance and inclusivity within our schools and community.

GOAL 3:

TECHNOLOGY: Increase the use and availability of technology in our classrooms to enhance student learning.

1. *Implement Year 1 of the District Technology Plan.*
 - a. Meet monthly with the Director of Technology & Innovation to review the plan, establish timelines, and monitor progress.
 - b. Complete the application process leading to receipt of Smart Investment Bond funding.
 - c. Develop a long term financing plan to support the multi-year Technology Plan.
 - d. Establish a professional development plan to support staff technology training.
 - e. Evaluate current technology support staff to determine future staffing needs.
2. *Develop a plan and timeline to renovate building libraries as per the Technology Plan to transform the library as a 'learning common', mixed-use space for research, study, collaboration, global connection and innovation.*
 - a. Collaborate with architects, librarians, and staff to develop a schematic for each of the District's school libraries.
 - b. Develop a financial plan to support renovations.
 - c. Develop a timeline for the renovation of each of the school libraries.
 - d. Present proposals to the BOE.
3. *Complete new Inspire Nyack Graphic Arts Computer Lab at the Middle School and implement new curriculum.*
 - a. Renovate the classroom to create the new Inspire Nyack Graphics Art & Design Computer Lab.
 - b. Write curriculum and implement Gr. 8 Course: "Design & Animation".
 - c. Revise Gr. 6-8 Art Curriculum to incorporate Graphics Art Units.
4. *Implement Year 3 of Project Lead the Way.*
 - a. Provide Teacher Training at PLTW Centers.
 - b. Implement Gr. 2 Unit in Coding.
 - c. Implement "Green Architecture" in Gr. 6; "App Creators" in Gr. 8.
 - d. Implement new High School courses; Human Body Systems and Principles of Engineering.

GOAL 4:

PROFESSIONAL LEARNING: Develop organizational activities and staff participation to enhance our professional learning community.

1. *Increase awareness and understanding of youth suicide.*
 - a. Establish a Suicide Prevention Task Force.
 - b. Provide Suicide Prevention Training for all counselors/CST personnel and a 2 hour annual mandatory training for all staff.
 - c. Continue to host student assembly programs and parent meetings to increase awareness.
 - d. Collaborate with the Rockland County Mental Health Center, Rockland County School Districts and the American Foundation for Suicide Prevention to develop common postvention cross training for area schools.
2. *Provide teacher training in multisensory reading methods (e.g. Orton Gillingham) to include special education teachers, reading teachers and primary grade teachers.*
3. *Continue professional/leadership development opportunities for the Leadership Team.*
 - a. Continue LT training in Dr. Elmore's Instructional Rounds to enhance instructional practice. Place greater responsibility from Central Office to the individual building level.
 - b. Engage Leadership Team in Professional Book Study activities- Executive Functioning.
 - c. Involve Leadership Team in EdLeader21 professional activities to assess the 4 C's, participate in National pilot activities, send Elementary Principals and three staff to the EdLeader21 Annual National Conference, and a team to the Regional EdLeader21 Conference.
4. *Collaborate with NTA and Nyack Professional Academy Committee to provide a Fall/Spring Semester In-Service Workshop Courses aligned to District Goals & Objectives.*
 - a. Conduct Committee meetings to review course selections and assign staff instructors.
 - b. Collect staff evaluations following the completion of each course and principal/supervisor observation to determine course effectiveness.

5. *Continue focus on professional development opportunities involving stakeholders in the area of cultural competency and diversity training.*
 - a. Offer courses in the Professional Academy designed to increase knowledge and awareness.
 - b. Work with the District's Multi-Cultural Council to identify, facilitate and coordinate multi-cultural and diversity efforts in each school building.
 - c. Support continued staff participation in Undoing Racism training.
 - d. Collaborate with Rockland Volunteer Counseling Services to facilitate monthly UDR Roundtable meetings at the building level.
 - e. Integrate "Introduction to Nyack/Cultural Awareness" into the New Teacher Orientation Program.
 - f. Provide mandatory training for all Security Personnel and Deans of Students in Cultural Competency.

GOAL 5:

DISTRICT OPERATIONS / POLICY DEVELOPMENT: Enhance District operations and effectiveness through the development of procedures & policy development.

1. *Implement an Alternative to Suspension Program designed to place greater emphasis on reflection of student misconduct and away from the punitive emphasis.*
 - a. Provide training for program staff in the elements of restorative justice and conflict resolution.
 - b. Provide cultural competency/UDR training for deans and administrators.
 - c. Expand the capability of Project Connect to host a full day experience for ASP students to include counseling, goal setting, interactive activities related to offense, behavioral contracts, and talking/community circles.
 - d. Collect pre/post disaggregated data regarding Code of Conduct offenses.
2. *Present a report to the BOE from the Early School Start Time Committee.*
 - a. Meet with the Committee to review their recommendations and provide and study the potential advantages/disadvantages of the proposals.
 - b. Conduct a parent/staff survey to collect feedback on the recommendations.
 - c. Schedule a date to present the Committee's recommendations to the BOE.
 - d. Work with the BOE, NTA and community to review potential concerns.
 - e. Develop an implementation plan if the BOE approves a change of start time and/or communicate to the community the reasons for the change –or – decision to remain status quo.
3. *Implement procedural changes to staff recruitment practices to secure a more racially/ethnically balanced pool of applicants.*
 - a. Contact college/university teacher preparation programs advising of the District's interest in hiring highly qualified staff that reflects our student enrollment.
 - b. Send staff representation to college recruitment fairs known for graduating students of color.
 - c. Collect disaggregated data on District selection process.
 - d. Develop a component to the selection process summary form indicating the committee's effort to review applicants of color.
4. *Review the High School's current grading system and recommend to the BOE consideration for possible changes.*
 - a. Meet with High School administration and Department Chairs to discuss current grading system.
 - b. Conduct surveys of Lower Hudson Valley districts regarding grading systems.
 - c. Analyze potential impact for changes to the grading system regarding student final grades.
 - d. Collect student feedback via BOE Student Representative.
 - e. Present findings to the BOE for consideration.
 - f. Communicate any changes to students/parents.
5. *Continue to keep BOE Policies updated and in compliance with all State and Federal mandates.*

GOAL 6:

COMMUNITY ENGAGEMENT: Increase District methods of communication to further engage and inform our community about District programs and achievements.

1. *Establish and Maintain a Multi-Cultural Council Consistent with BOE Policy#1215.*

- a. Secure representatives from each building in the District consisting of administrators, instructional staff, support staff, parents, students and community members at-large.
 - b. Establish the Council's charge to include facilitating multi-cultural efforts in each building in the District.
 - c. Coordinate staff training projects.
 - d. Encourage the infusion of multi-cultural education in all areas of curriculum and instruction.
2. *Host Community Forums and Expand District Communications to Inform the Community about School Programs and Initiatives.*
 - a. Participate in the "Great Nyack Get Together" with school displays and activities.
 - b. Host a "Beyond Measure" movie screening and school Program exhibit.
 - c. Establish E-Newsletters to celebrate school programs, student accomplishments, provide information, etc.
 - d. Create E-Videos to inform the community about school programs and initiatives.
 - e. Create electronic message boards at various strategic locations throughout the District to inform the community about school programs and initiatives.
 3. *Continue the Implementation of the "Going Green" Paperless Initiative.*
 - a. Establish an accurate and updated database to include parent contact information.
 - b. Maintain an update database of households without email to ensure distribution of paper communications.
 4. *Provide Opportunities to Collect Parent/Community Feedback and Input on Topics of Interest.*
 - a. Continue to utilize "Let's Talk" as a communication application.
 - b. Conduct parent, student and staff surveys to gather input on topics of importance (e.g. Delay School Start Time).
 - c. Ensure administration provides prompt responses to parent concerns and inquiries.

GOAL 7:

FACILITIES: Provide a safe and innovative learning environment for all students.

1. *Complete Final Phase of the Bond Referendum Project Schedule:*
 - a. Continue planning meetings with architects to develop bid and project schedule.
 - b. Meet with District financial advisors and bond counsel to secure short term financing (e.g. NOTES) and finalize long term bond schedule.
 - c. Meet with Tower Fund Committee to communicate status of the project and work with Committee and BOE to determine naming of the facility.
 - d. Communicate project status/project completion information to the community.
2. *Develop an Energy Performance Contract to Create Greater Efficiency for Energy Use in School Buildings and Enhance the District's Carbon Footprint.*
 - a. Explore use of solar panels, LED lighting and other energy efficient enhancements.
 - b. Develop a cost/benefit analysis.
 - c. Present the plan to the BOE.
3. *Develop plan and timeline to renovate school building libraries as per Technology Plan to transform school libraries to a learning common, mixed use space for research, study, collaboration, global connection and innovation.*
 - a. Meet with architects, librarians, principals and Director of Technology & Innovation to develop schematics.
 - b. Develop a financing plan to support the renovations.
 - c. Present proposals to BOE and Community.
4. *Complete the Refurbishing of the Retaining Wall along the Rt. 9W Footpath.*
 - a. Secure project bids.
 - b. Finalize funds to be received from NY Bridge Community Benefit Program to supplement District funds.
 - c. Award bids and complete project.