

Ellicottville Central School District Strategic Plan



Community Presentation

External Facilitator: *Penny L. Ciaburri*

Internal Facilitator: *Connie Poulin*

Core Team Certified: June 23, 2009

Board Approved: September 8, 2009

Facilitated By: *PLC Associates, Inc., a partner of
New York State School Boards Association/Advisory Solutions*

Focused Determination

**The best way to begin an initiative of any kind is to...
begin with the end in mind.**

Stephen Covey



**Our Strategic Plan...
set to move into action!**

And Congratulations!

The exciting part is next...

dynamic implementation of our comprehensive Strategic Plan.

We have:

- ✓ 14 Clear **Strategic Intents** (our goals)
- ✓ Compelling **Vision, Mission, Beliefs and Taglines** (to guide our work)
- ✓ 42 **Key Initiatives** (great strategies)
- ✓ Numerous **Action Plans** (projects which will involve people)

**We have taken the first critical step:
ECS...
designers of our destiny!**

Ellicottville Central School District

Board of Education

Linda McAndrew
President

Mary Ellen Campbell
Vice President

Steve Crowley

Roger Spell

James Wiley

Lynn Eddy

Stephen Ward

Superintendent

Mark Ward

Strategic Planning Facilitators

Connie Poulin
Internal Facilitator

Penny Ciaburri
External Facilitator

Strategic Planning Core Team

Tina Barrett	Colleen Bower	Mary Ellen Campbell	Ed Crowley
Mark Duerr	Chris Edwards	Matt Finn	Kelly Fredrickson
Tiffany Giannicchi	Sharon Friel	Debbie Golley	Cindy Goodin
Mike Hartsell	Shawne Hunt	Chris Karns	Jennifer Karns
Melanie Kerns	Bonnie Koshir	Kim Logel	Linda McAndrew
Steve Crowley	Bob Miller	Kate O'Striker	Connie Poulin
Joanne Timkey	Paul Timkey	Mark Ward	Kevin Watt
Vicky Williams	Cindy Crandall	Matt McAndrew	Scott Wilson
Bryan Bower	Josh Bower	Larry Shattenberg	Mollie Lapi
Melissa Foster	Stacy Chapman	Greta Gregory	Linda Butler
Dan LaCroix	Erin Brady	Mark Duerr	Stephen Ward
			Jaye Zelko

Ellicottville Central School District Strategic Plan



Vision * Mission * Beliefs * Taglines
Strategic Intentions * Key Initiatives

Vision

ECS will create a learning environment of excitement and enthusiasm, as each student strives to realize his / her full potential in the daily pursuit of excellence. Students, parents, school personnel and the community will work cooperatively to ensure this vision, whereby ECS will be known as an educational leader in WNY.



Mission

The mission of the ECS District is to prepare students to successfully meet the challenges of today and tomorrow, continue to be contributing citizens and to develop the ability to passionately follow their dreams.



Beliefs

**Student Driven Programming * Leading by Example *
Lifelong Learning * High Expectations * Positive Outcomes *
Respect * Diversity * Fairness * Flexibility * Honesty *
Responsibility * Safety * A Nurturing Environment *
Health and Vitality * Effective Communication**



Taglines

E - Embracing Change

C - Celebrating Success

S - Surpassing Expectations



Strategic Intents and Key Initiatives

Task Force #1 Systems & Structures



Strategic Intents: 4
Key Initiatives: 9

Facilitators: Chris Edwards / Bob Miller

Task Force #1: Systems & Structures

Strategic Intent #1

By June 2014, 100% of the courses offered at ECS in grades K-12 will be reviewed (20% of the courses will be reviewed each year) to determine relevance towards ensuring that students are 21st Century learners.

Key Initiatives:

1. We will create an annual process to systematically identify classes that need to be reviewed.
2. We will create “transition plans” for students moving from Pre-K to Kindergarten, from 5th grade to 6th grade, and from 8th grade to 9th grade. These plans need to address both course expectations as well as the developmental needs of the child at each stage.
3. We will contact former graduates to collect information about how well their education at ECS prepared them for college and / or the job market.

Strategic Intent #2

By 2014, 90% of all students (K-12) will be participating in at least one extracurricular activity each year. Activities may be school run, school sponsored or community run at the school.

Key Initiatives:

1. We will collect data on activities offered, student participation rates, and look for ways to increase student participation for students in grades K-6.
2. We will collect data on activities offered, student participation rates, and look for ways to increase student participation as well as a balance of participation for students in grades 7-12.

Task Force #1: Systems & Structures

Strategic Intent #3

By 2014, 100% of all students and staff will have appropriate access to technology (software and hardware), and instruction regarding the use of this technology in the classroom following a consistent technology curriculum map.

Key Initiatives:

1. We will create a technology curriculum map for the district.
2. We will provide and support in a continuous manner, the implementation, acquisition, training, and use of technology for both students and staff.

Strategic Intent #4

Starting in the Fall of 2009 and continuing through June 2014, a group of 8-12 middle / high school student leaders will meet on a monthly basis with the middle / high school principal to respond to the “Student Voice” and provide leadership via student government within the school.

Key Initiatives:

1. We will create a committee called “The Principal’s Cabinet” to serve as an overall student government body within the school. The Principal’s Cabinet will connect elected student leaders across grade levels and student organizations with school staff / administration.
2. Annually, the results of a student survey will be shared with The Principal’s Cabinet as a means to identify specific items within areas such as athletics, extracurricular activities, course offerings and student involvement which could be positively affected through effective student government and leadership.

Strategic Intents and Key Initiatives

Task Force #2 Fiscal/Facilities



Strategic Intents: 4
Key Initiatives: 13

Facilitators: Mark Duerr / Vicky Williams / Mark Ward

Task Force #2: Fiscal/Facilities

Strategic Intent #1

To vigorously address a steady decline in enrollment.

Key Initiatives:

- 1.To promote our school and community through an active public relations plan.
- 2.To communicate the academic and instructional advantages ECS has to offer.
- 3.To develop a cost-effective model for the district to use as a guide for the delivery of education services.
- 4.To monitor out-of-district enrollment and discuss implications.

Strategic Intent #2

To continue maintaining a stable tax levy with average increases over the next five years no larger than 4%.

Key Initiatives:

- 1.To research funding options.
- 2.To explore creative financing opportunities through local companies, seasonal residents.
- 3.To collaborate with other school districts and BOCES to reduce costs and develop economies of scale.
- 4.Develop a long-range budget planning model and communicate it with the public.

Task Force #2: Fiscal/Facilities

Strategic Intent #3

We will investigate the physical needs of the buildings in planning to modernize our 1960's areas and consider the possibility of a future project to provide facility upgrades, maintenance and educational improvements with a 60% voter approval.

Key Initiatives:

1. We will communicate to the public, market, design and deliver the benefits of improving / updating our school. We will explain the details of the plan and develop a marketing plan to share the details of any project with the community constituents.

Strategic Intent #4

We will institutionalize a data-based, measurement-driven model for planning, problem-solving and decision-making across the district which aligns district and school goals.

Key Initiatives:

1. To establish a "learning community" concept that values education.
2. To communicate the value of using established criteria to guide future initiatives and goals.
3. To balance wants and needs with fiscal responsibility.
4. To institute the SMART format (Specific, Measureable, Attainable, Relevant, Timely) to guide the district goal setting process on all levels.

Strategic Intents and Key Initiatives

Task Force #3

Academic Excellence



Strategic Intents: 3

Key Initiatives: 13

Facilitators: *Tiffany Giannicchi / Joanne Timkey / Connie Poulin*

Task Force #3: Academic Excellence

Strategic Intent #1

By June 2014, 95% of students in grades 3 through 8 will measure at the proficient level on the NYS English Language Arts and Math Assessments.

Key Initiatives:

1. We will create K-8 classrooms that will utilize differentiated instruction to meet the learning needs of all students.
2. We will provide Professional Development for Mosaic of Thought, phonemic awareness and writing as refreshers, in depth expanders and for new teachers.
3. We will create an environment of pride and awareness for children, families and teachers regarding improving state assessment scores.

Task Force #3: Academic Excellence

Strategic Intent #2

By June 2014, 85% of all students graduating from Ellicottville Central will have developed a competency based portfolio that will insure they are prepared to successfully pursue post graduation plans (i.e. university, trade school, business life, service).

Key Initiatives:

1. We will administer college placement tests to reach 100% participation.
2. Beginning in 2009 and continuing through June 2014, we will work to include and inform students of the annual student survey results with efforts to improve response rates in the following sub-categories: Being at School & Classroom practices to the asset level.
3. We will utilize placement tests in ELA and Math for planning. If students are not at the entrance level, or equivalent, their academic plans will be adjusted accordingly.
4. We will examine Blue Ribbon status schools and seek the credential.
5. We will examine best practices and successful programming as a component of our Professional Development.
6. We will inform all parents and students of the importance of SAT testing and set up an environment where SAT preparation is a priority.

Task Force #3: Academic Excellence

Strategic Intent #3

By June 2014, 95% of the parents / guardians of our students in grades 5 through 12 will be actively engaged in their child's academic program planning.

Key Initiatives:

- 1.The ECS Guidance Department will take the lead role in conjunction with teachers and administrators to develop an active guidance program that engages families with face to face interaction in planning and goal setting for futures and high expectations of our graduates.
- 2.We will inform all members of the ECS team including parents, students, and faculty, of the elements of the Guidance Program and its impact.
- 3.We will design and implement a system for student and parent evaluation to improve effectiveness of the Guidance Program.
- 4.In situations when parent involvement is limited, we will design a program that will ensure plans for increased support to increase a student's future opportunities and expectations.

Strategic Intents and Key Initiatives

Task Force #4

Community Partnerships



Strategic Intents: 3

Key Initiatives: 7

Facilitators: Melanie Kerns / Deb Golley

Task Force #4: Community Partnerships

Strategic Intent #1

By June 2014, the number of respondents to Community Engagement Survey will increase by 20% per assessment and the district will achieve 50% of its Performance Standards at the Asset Level.

Key Initiatives:

- 1.To create a baseline of respondents using data from the 2008-2009 Community Engagement Survey and identify methods for better dissemination and collection of CES, which could include factors such as: time of year, format of survey (electronic vs. paper copy), length of survey (number of questions), etc.
- 2.To research the feasibility of short, concise and very targeted surveys that could be voluntarily completed as taxpayers exit the building after voting.
- 3.To move the ten Performance Standards in the Possible Risk category of the Community Engagement Survey to a higher level of satisfaction.

Task Force #4: Community Partnerships

Strategic Intent #2

By June 2014, 90% of people responding to a Community Engagement Survey will indicate that they are knowledgeable or well informed about district programs, results and future direction as measured by key Performance Standards.

Key Initiatives:

1. Develop communication tools that can effectively reach all involved parties.

Strategic Intent #3

By 2010, ECS will maintain 3 active ongoing community partnerships each year to foster the 21st Century learning needs of ECS.

Key Initiatives:

1. To identify all local community groups, businesses and organizations, the nature of their work and stakeholders served.
2. To initiate contact with community groups and develop a key contact and communicators network.
3. To establish a coordinated meeting schedule wherein information and data around school activities and direction may be shared along with possible resources.

Keys To Success



Seven Critical Factors:

1. **Start talking** ... and keep talking.
2. Build **a powerful guiding coalition - everybody in!**
3. Tell the **truth**; be transparent.
4. Keep it **high profile**.
5. Force critical conversations with **relevant data**.
6. Measure and **report results**.
7. Create an **accountable culture** as an anchor for high performance.

Reference: Leading Change
John Kotter