



# HAMBURG CENTRAL SCHOOL DISTRICT

## *STRATEGIC PLAN 2017-18*



This strategic plan challenges us, as a community, to embrace **BOLD GOALS** for every child in Hamburg. It is driven by our deep **BELIEF** in our students' abilities and by their own **ASPIRATIONS** for their future.

Updated: June 13, 2017

# COMMITTEE MEMBERS

Michael Cornell, Superintendent  
Laura Heeter, School Board Member  
Robbin List, School Board Member  
Colleen Kaney, Asst. Superintendent  
Barbara Sporyz, Asst. Superintendent  
Gina Palermo, Curriculum Coordinator  
Michael Gallagher, Principal  
Jackie Pepper, Principal  
Brent Jordan, Chief Information Officer  
Pat Cauley, Director  
Amy Kane, Parent  
Joe Gunning, Community Member  
Karen Farrell, Clerical, HAB  
Anne Scoma, Clerical, HHS  
Jan Stephan, Clerical, UPES  
Jennifer Richter, Teacher, CAS  
Kate Nowinski, Teacher, AES  
Amy Judge, Teacher, BVS  
Sandy Wittmeyer, Teacher, UPES  
Kristen Winiewicz, Teacher, BVS  
Marilyn Reardon, Teacher, CAS  
Lynn Sullivan, Teacher, AES  
Emily Braun, Teacher, UPES  
Nancy McGowan, Teacher, AES  
Margaret Ryan, Teacher, BVS  
Kim VanWagnen, Teacher, CAS  
Amy Mastrangelo, Teacher, UPES

Laura Sommer, Teacher, UPES  
Diva Steiner, Teacher, BVS/CAS  
Debra Vertoske, Teacher, UPES  
Amy Nyhart, Teacher, AES  
Sara Merritt, Teacher, UPES  
Beth Walters, Teacher, BVS/HHS  
Wendy Castiglia Amato, Teacher, AES/UPES  
Jennifer Logue, Teacher, HHS  
Sue Moscato, Teacher, HMS  
Sheila Sampson, Teacher, HHS  
Krissy Lawrence, Teacher, HHS  
Rachel Kent, Teacher, HHS  
Trish Luders, Teacher, HMS  
Larry Murtha, Teacher, HMS  
Tina Mesi, Teacher, HHS  
Karen Boettcher, Teacher, HMS  
Marie Fraser, Teacher, HHS  
Kelly Lauria, Teacher, HMS  
Sandy Sweeley, Teacher, HHS  
Matt Miraglia, Teacher, HMS  
Sallyanne Couzens, Teacher, HHS  
Patty Blake, Teacher, HMS  
Margi Meyer, Teacher, HHS  
Kelly Murray, Teacher, HMS  
Kim Zawadzki, Teacher, HHS  
Jennifer Perri, Teacher, HMS  
Patrick Wirth, Technology Integrator



### **Our Strategic Priorities:**

In the fall of 2016, and again in the Spring of 2017, our Strategic Planning Committee met to revise our plan. In so doing, our committee reaffirmed our three Strategic Priorities. Our Strategic Priorities for 2017-2018 remain:

- 1.) Provide outstanding learning experiences for students and staff so that our students are critical and creative thinkers, effective communicators and productive collaborators.
- 2.) Enhance communication and encourage engagement with all of the district's stakeholder groups
- 3.) Continue to be sensitive to the financial constraints of our tax base



### **Our Mission:** *(updated 2004)*

The mission of the Hamburg Central School District is to provide, through a framework of excellence and partnerships between a committed staff and an informed, supportive community, a learning experience that produces literate, adaptable, responsible citizens who have positive attitudes, abilities to think analytically and creatively, manage personal resources, apply technologies, relate to the global community and appreciate the contributions of diverse cultures.

### **Our Core Beliefs:** *(updated 2004)*

- Excellence through achievement of high standards should be the focus of all efforts.
- All students can and will be successful with challenging academic experiences.
- Schools must hold high expectations for all students and promote achievement at levels of distinction.
- Every student must be taught by teachers who have a sound knowledge of subject matter and also hold high expectations for themselves as well as their students.
- Schools must cultivate safe and positive learning environments.

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# Strategic Plan Overview

Our continuous strategic planning cycle assures that we are planning collaboratively, executing our initiatives thoughtfully and assessing the impact of our initiatives on learning. It also assures that we effectively integrate existing programs with new ones, blend the latest technology with best instructional practice and incorporate our newly hired employees into our culture of excellence. Executing this plan effectively will result in organizational coherence (Fullan, 2016) among our people and throughout the Hamburg Central Schools.



The purpose of our Strategic Plan is to clearly outline our priorities in a way that focuses the necessary resources and energy on our Strategic Priorities. Our plan coordinates the efforts of each of our colleagues with one another, and most importantly, with our mission. We are thankful that we can count on our entire staff to approach

the work of this plan with a focus on the learning of each child that honors the culture of our schools and of our community.

On October 26, 2016, and again on March 27, 2017, a group of approximately 50 stakeholders in our school district, comprising teachers, support staff, board members, parents, business leaders and administrators participated in a wide range of interactive and facilitated activities designed to help us converge around strategic priorities that can help us improve the learning experience for our students. During these meetings we determined that:

- For 2017-2018, our three Strategic Priorities will remain the same, because there is still work to be done before these priority areas can be considered fully addressed.
- Since 2015, we have taken steps to address nearly every action step by implementing best instructional practice, sharpening our respective crafts through high-quality professional learning, deploying new technology in our classrooms, hiring new staff and managing our financial footprint to provide outstanding taxpayer value.
- We must grow organizationally in our capacity to provide our students with the opportunity to engage in modern learning to develop 21st Century knowledge and skills.



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# ***Strategic Priority One 2017-18***

## ***Educational Opportunities***

***Provide outstanding learning experiences for students and for staff so that each of our students can demonstrate that she/he is a critical and creative thinker, an effective communicator and productive collaborator.***

This is the bedrock of the Hamburg Central School District, and gets to the heart of our moral imperative to provide students with a great learning experience each day through excellence in teaching and leadership. Our emphasis on requiring students to demonstrate their 21st Century Skills; critical and creative thinking, effective communication and productive collaboration, means that our students must be required to make their learning visible. Doing so provides teachers and administrators with real-time actionable data about what students know and can do. When students are required to make their learning visible, they are required to be more engaged with their learning and to participate in more dialogue with their classmates about their learning. Our



teachers have stated that when they emphasize the student voice in their classrooms, the result is a more enjoyable learning experience for students and for teachers.

Another benefit of “making learning visible” is that it keeps the focus on ***what*** we expect our students to learn, while we also thoughtfully consider ***how*** we expect them to learn it. Our five Action Steps and the menu of related resources are all designed to support teachers with research-based best practices in their efforts to effectively address what they want students to learn and how they want them to learn it. This constant focus on both the “what” and the “how” of learning helps create the conditions for outstanding learning in our classrooms. We will encourage

healthy dialogue among teachers and administrators around meaningful data, promote more frequent teacher collaboration, continue to provide our staff with high quality professional development and use our instructional technology to open new doors to the world for every learner.

Finally, it is important to note that none of the five action steps in this Strategic Priority Area is designed to be taken by people working in isolation. The most powerful resource we have in the Hamburg Central School District is our people. The positive impact of that resource on the learning of our students is magnified exponentially when the adults approach our work together as colleagues.





## Hamburg Central School District Strategic Priority One 2017-18 Educational Opportunities

**Strategic Priority One** - Provide outstanding learning experiences for students and for staff so that each of our students can become a critical and creative thinker, an effective communicator and productive collaborator.

Action Steps	Professional Development and Program Resources	Evidence of Effectiveness
<p><u><b>Action Step #1-</b></u></p> <p>Assure that our instructional program offerings continue to provide outstanding learning opportunities for all students to promote 21st Century knowledge, skills and abilities</p>	<p><u><b>To Include:</b></u></p> <ul style="list-style-type: none"> <li>• Analyze social emotional competence in PreK</li> <li>• Survey of course offerings to sample of parents and students K-12</li> <li>• Words Their Way</li> <li>• Newly formed relationships with BOCES and local business interests</li> <li>• Summer Camp STEM courses for 8th graders</li> <li>• Common assessments</li> <li>• Academies and diploma endorsements</li> <li>• Analyze and share opportunities for students to achieve NYS Diploma with Advanced Designation and to explore alternative pathways to graduation</li> <li>• Newly approved positions in counseling, social worker, AIS, LOTE and SRO</li> </ul>	<p><u><b>To Include:</b></u></p> <ul style="list-style-type: none"> <li>• New PreK report card</li> <li>• Student data reviewed at team meetings</li> <li>• New courses offered at secondary level</li> <li>• Achievement data in EMT, AP, Academies, AIS and other special classes</li> <li>• AIMSweb Plus Data</li> <li>• Common/benchmark assessment, SAT, ACT, CLEP data</li> <li>• Secondary level course failures</li> <li>• Running records</li> <li>• Minutes from grade level meetings, AIS meetings, Department Leader meetings</li> <li>• NYS Diploma with Advanced Designation/Alt. Pathways data</li> <li>• Number of students taking Pre-Algebra, Algebra and Living Environment in Middle School</li> <li>• AP/dual enrollment course registrations and related achievement data</li> <li>• Attendance, student discipline, extracurricular participation data</li> </ul>
<p><u><b>Action Step #2-</b></u></p> <p>Assure that our use of time benefits student learning and promotes teacher collaboration</p>	<p><u><b>To Include:</b></u></p> <ul style="list-style-type: none"> <li>• Monthly staff meetings, department meetings and grade level meetings as professional development</li> <li>• Superintendent's Conference Days</li> <li>• Continued use of Intervention Blocks for all elementary students</li> <li>• Common planning time at secondary level</li> <li>• Data protocols</li> </ul>	<p><u><b>To Include:</b></u></p> <ul style="list-style-type: none"> <li>• Principal-generated data from monthly meetings with teachers during common planning time</li> <li>• Minutes of meetings posted on school/school district website</li> <li>• Collaborative time is more focused on data that is most closely related to daily instruction</li> </ul>



**Strategic Priority One - Provide outstanding learning experiences for students and for staff so that each of our students can become a critical and creative thinker, an effective communicator and productive collaborator.**

Action Steps	Professional Development and Program Resources	Evidence of Effectiveness
<p><u><b>Action Step #3-</b></u></p> <p>Continue to align curriculum, instruction and assessment to the latest standards and best practice</p>	<p><u><b>To Include:</b></u></p> <ul style="list-style-type: none"> <li>• Staff Development Days, department meetings, Department Leader, grade level and staff meetings</li> <li>• BOCES workshops and DAP days</li> <li>• eDoctrina</li> <li>• GURU Boards</li> </ul>	<p><u><b>To Include:</b></u></p> <ul style="list-style-type: none"> <li>• State/Regent assessments</li> <li>• Common/benchmark assessments</li> <li>• Progress reports</li> <li>• Report cards</li> <li>• Curriculum Maps published to HCSD website</li> <li>• Building-level data collected by each Administrator on “Making Learning Visible”</li> <li>• Teacher collaboration</li> </ul>
<p><u><b>Action Step #4-</b></u></p> <p>Focus professional learning on increasing the capacity of each adult to help students think critically and creatively, communicate effectively and collaborate productively</p>	<p><u><b>To Include:</b></u></p> <ul style="list-style-type: none"> <li>• Dr. Harvey Silver – districtwide</li> <li>• Tools for Thoughtful Assessment</li> <li>• Thoughtful Classroom Principal Effectiveness Framework</li> <li>• Staff meetings, grade level meetings, Department Leader and department meetings</li> <li>• Department-designed professional development</li> <li>• Mental Health First Aid – districtwide</li> <li>• Employee wellness opportunities</li> <li>• Danielson, HEMIO, TAME</li> <li>• <i>Mindset, Teaching with Poverty in Mind</i> and other resources specifically selected for Hamburg CSD</li> </ul>	<p><u><b>To Include:</b></u></p> <ul style="list-style-type: none"> <li>• Instructional evidence of collegial collaboration at the district and building levels</li> <li>• Use of tools from <i>Tools for Thoughtful Assessment</i></li> <li>• Building-level data collected by each Administrator on “Making Learning Visible”</li> </ul>
<p><u><b>Action Step #5-</b></u></p> <p>Use instructional technology to leverage greater learning opportunities for all students</p>	<p><u><b>To Include:</b></u></p> <ul style="list-style-type: none"> <li>• Technology Integrator</li> <li>• Smart School Bond Funds</li> <li>• Research on new apps/new app list</li> <li>• District Technology Committee</li> </ul>	<p><u><b>To Include:</b></u></p> <ul style="list-style-type: none"> <li>• # of Google Classrooms</li> <li>• # of Google Drive docs</li> <li>• Evidence of increased student use of technology through informal principal classroom visits</li> </ul>

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# ***Strategic Priority Two 2017-18***

## ***Communication***

***Enhance communication and encourage engagement  
with all of the district's stakeholder groups***

The Hamburg Central School District, through the office of the Superintendent and the office of Community Relations, will communicate with its stakeholders with honesty and consistency, and with one clear voice. We will do so using an array of methods that reflect the diverse needs and interests of our community. A communications plan is a necessary planning function, not unlike the planning that occurs around budget or curriculum. When planned and executed effectively, well-coordi-

nated district communications will allow us to build a brand that wins community support for our programs, initiatives, budgets and capital projects.



Since 2015-2016, our external media strategy has resulted in an overall media footprint that is significantly reduced, and the coverage we did receive in

the media was much more focused on the positive elements of our School District. For example, 91% of the media coverage in 2015-2016 highlighted the ways in which we are helping young people learn through excellence in teaching and leadership. The positive media coverage continued in 2016-17.

A particular area of focus this year will be on our internal communications. The data from our two Strategic Planning Committee meetings clearly demonstrated that we need to use a high quality method of regularly communicating the many important news items, innovations and accomplishments that occur throughout our school district. Our Action Steps are centered around using a wider array of communication technology to be more frequently in touch with staff and families, so that we all feel connected to one another in our efforts to help students learn. For example, *The Bulldog Bulletin* will be used to highlight the great things happening in each of our schools each month.

Finally, we will continue to carefully manage our media profile through our external communication strategy.



## Hamburg Central School District Strategic Priority Two 2017-18 Communication

**Strategic Priority Two - Enhance communication and encourage engagement with all of the district's stakeholder groups**

Action Steps	Professional Development and Program Resources	Evidence of Effectiveness
<p><u><b>Action Step #1-</b></u></p> <p>Enhance communication throughout the school district</p>	<p><u><b>To Include:</b></u></p> <ul style="list-style-type: none"> <li>• <i>The Bulldog Bulletin</i> – Monthly digital newsletter to all school district staff</li> <li>• Department meetings, Department Leader meetings, staff meetings</li> <li>• Weekly newsletters from Principals and Directors to stakeholders</li> <li>• Facebook, Twitter, Instagram</li> <li>• Specific professional development for Building Administrators</li> </ul>	<p><u><b>To Include:</b></u></p> <ul style="list-style-type: none"> <li>• Production of <i>The Bulldog Bulletin</i> and associated building/area newsletters</li> <li>• Monthly meeting minutes</li> <li>• Hit rate on emails generated from district Administrators and building-based Administrators</li> <li>• “Likes,” “retweets,” followers and friends on various forms of social media</li> <li>• Feedback from stakeholders on our engagement efforts</li> </ul>
<p><u><b>Action Step #2-</b></u></p> <p>Reinforce a powerful narrative stating that the Hamburg Central Schools are focused on the learning of each student, innovative and efficient</p>	<p><u><b>To Include:</b></u></p> <ul style="list-style-type: none"> <li>• Regular communication with the print, TV, radio media outlets</li> </ul>	<p><u><b>To Include:</b></u></p> <ul style="list-style-type: none"> <li>• Positive media coverage of the activities of the Hamburg Central School District</li> <li>• Superintendent data on media interactions</li> </ul>

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# ***Strategic Priority Three 2017-18***

## ***Financial Planning***

***Continue to be sensitive to the financial constraints of our tax base***



The Hamburg Central School District remains committed to assuring that every student has a great learning experience each day through excellence in teaching and leadership. The proposed 2017-2018 budget supports our commitment by adding positions in multiple key areas of need, while also reducing the financial burden to taxpayers for the second consecutive year. Strategic Priority Area #3 helps assure that we focus on two critical Action Steps for 2018-2019 and beyond.

First, we want to make sure that our budget decisions reflect the Strategic Priorities that have been identified by our stakeholders through our continuous strategic planning cycle. This process assures that we allocate our resources so that we are able to effectively integrate existing programs with new ones, blend the latest technology with best instructional practice and incorporate our newly hired employees into our culture of excellence created by our colleagues throughout our school district who have contributed to it.

Second, it is important that we carefully analyze our use of space. Over the next few years, we intend to bring stakeholders together to engage in dialogue about how our spaces are currently designed and used, and think about how they'll need to change so that they can be used to more effectively support the modern learning that our students will need in the world in which they live in the decades to come.



## Hamburg Central School District Strategic Priority Three 2017-18 Financial Planning

### Strategic Priority Three - Continue to be sensitive to the financial constraints of our tax base

Action Steps	Professional Development and Program Resources	Evidence of Effectiveness
<p><u>Action Step #1-</u></p> <p>Work closely with administrative team, and collect input from the community, to assure that budget decisions promote success in our Strategic Priority Areas, while also being thoughtful of fiscal priorities.</p>	<p><u>To Include:</u></p> <ul style="list-style-type: none"> <li>• Elementary/Secondary Administrator meetings</li> <li>• Department meetings, Department Leader meetings, staff meetings</li> <li>• Monthly operations meetings</li> <li>• Community budget work sessions on 2/27/18, 3/13/18 &amp; 4/10/18</li> <li>• Annual meetings between Principals/Directors and the Assistant Superintendents</li> </ul>	<p><u>To Include:</u></p> <ul style="list-style-type: none"> <li>• Budget that meets our strategic priorities</li> <li>• Budget that is approved by the voters</li> </ul>
<p><u>Action Step #2-</u></p> <p>Assure that we are thinking long term about how our physical spaces address the needs of our district for the next 30 years.</p>	<p><u>To Include:</u></p> <ul style="list-style-type: none"> <li>• Turner Construction</li> <li>• Stakeholder and community meetings to learn about community-based priorities</li> </ul>	<p><u>To Include:</u></p> <ul style="list-style-type: none"> <li>• Creation of HCSD Athletic Facility Inventory and Long-Term Plan</li> <li>• Creation of HCSD Long-Term Academic Facility Plan</li> </ul>