

West Irondequoit School District Management Plan 2021-2022



ALL *means* **ALL**

WELCOME. NURTURE. INSPIRE.

Management Plan 2021-2022

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: Analyze current curricular data systems and processes to develop and implement common data protocols, K – 12, aligned with best practice.

Key Person: Office of Instruction

Action Steps	Person Responsible	Due Date	Status as of 8/30/22
1. Research/determine curricular data systems and processes that are currently in place K – 12 that measure student achievement based on curriculum	Directors of Instruction Director of Data	October 31, 2021	✓
2. Develop a glossary/summary handbook that describes each assessment system and what it measures	Directors of Instruction Director of Data	October 31, 2021	✓
3. Solicit input from grade level and building groups on assessments to confirm assessment types and their impact on curriculum and instruction	Director of Instruction Director of Data	November 30, 2021	✓

4. Analyze similarities and differences in collection, access, and use of data across buildings and departments and grade levels	Assistant Superintendent for Instruction	January 1, 2022	
5. Create documentation of data analysis protocol	Directors of Instruction Director of Data	March 31, 2022	
6. Pilot implementation, analyze protocols and provide feedback to ASI for necessary revisions	Director of Instruction Director of Data	April – June 2022	
7. Communicate selected protocol by end of year to all staff	Director of Instruction Director of Data	June 30, 2022	In progress

Management Plan 2021-2022

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: In alignment with creation of definition of curriculum and common curriculum template research and identify elements of a culturally responsive and inclusive curriculum.

Key Person: Office of Instruction

Action Steps	Person Responsible	Due Date	Status as of 8/30/22
1. Compare Culturally Responsive-Sustaining Education framework to current curriculum practices	Assistant Superintendent for Instruction	June 30, 2022	✓
2. Read and be aware of current research regarding culturally responsive and inclusive education	Assistant Superintendent for Instruction	June 30, 2022	✓
3. Identify elements of culturally responsive and inclusive education to be included in curriculum design	Assistant Superintendent for Instruction	June 30, 2022	✓
4. Communicate elements of culturally responsive and inclusive education to be included in curriculum design	Assistant Superintendent for Instruction	June 30, 2022	✓

Management Plan 2021-2022

Curriculum

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

Initiative Area and Goal:

College and Career Readiness - Ensure that all graduates are prepared for post-secondary opportunities.

Task: Develop and communicate characteristics of a student who is college and career ready.

Key Person: Office of Instruction

Action Steps	Person Responsible	Due Date	Status as of 8/30/22
1. Develop list of characteristics/qualities of a West Irondequoit CSD graduate	Supervisor of Counseling Building Principals	June 30, 2022	In progress

Management Plan 2021-2022

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: Analyze and revise existing curriculum processes.

Key Person: Office of Instruction

Action Steps	Person Responsible	Due Date	Status as of 8/30/22
1. Review current definition of curriculum and revise as needed to ensure Culturally Responsive Education and Diversity, Equity and Inclusion are incorporated	Assistant Superintendent for Instruction	September 30, 2021	✓
2. Communicate revised definition of curriculum to all stakeholders and solicit feedback	Assistant Superintendent for Instruction	October 31, 2021	✓
3. Review feedback from stakeholders on definition of curriculum and make necessary revisions	Assistant Superintendent for Instruction	November 28, 2021	✓
4. Create a process for as-is state of curriculum audit with individual departments and grade levels	Directors of Instruction	October 15, 2021	✓

5. Audit as-is state of curriculum development and where it is housed	Directors of Instruction	November 28, 2021	✓
6. Research, investigate, and identify a common curriculum template	Assistant Superintendent for Instruction	April 30, 2022	✓
7. Create a common K – 12 curriculum template and warehouse location for curriculum	Assistant Superintendent for Instruction	May 31, 2022	In progress
8. Communicate work of District Curriculum Council on definition and processes for curriculum development	Assistant Superintendent for Instruction	June 30, 2022	✓

Management Plan 2021-2022

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: Evaluate and adjust recruitment processes for all positions within the district.

Key Person: Office of Human Resources

Action Steps	Person Responsible	Due Date	Status as of 8/30/22
1. Investigate use of Frontline	Office of Human Resources	July 1, 2022	In progress
In process of setting up Frontline Central to support onboarding/recruitment; on hold due to staff picking up payroll responsibilities			
2. Investigate other opportunities for recruitment to increase diversity of staff as appropriate	Office of Human Resources	December 31, 2021	✓
3. Create a process for shared ownership involving building leaders in the recruitment, hiring, and retention process	Office of Human Resources	April 1, 2022	✓

Management Plan 2021-2022

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: Create consistent and equitable hiring protocols for recruitment, interviews, and hiring.

Key Person: Office of Human Resources

Action Steps	Person Responsible	Due Date	Status as of 8/30/22
1. Enhance implicit bias training	Office of Human Resources	On-going	In progress
<ul style="list-style-type: none"> ▪ Developing an online training and exploring badging ▪ Continuing to work on this training. (Investigate embedding implicit bias into new teacher training) <p style="color: red; margin-left: 20px;">August 2022 will be uploaded to Vektor as a training tool for those interviewing to complete an on-line course.</p>			
2. Develop qualities we are seeking in prospective employee of West Irondequoit CSD	Office of Human Resources	February 1, July 1, 2022 MUST CONTINUE IN 22-23 TO DEVELOP A RUBRIC TO BE USED FOR HIRING	In progress
🔗 In draft hiring manual.			
3. Develop questions aligned with each position, as well as the district's vision and mission, which will be used in the interview process	Office of Human Resources	February 1, 2022	

4. Develop a system of record-keeping on each candidate	Office of Human Resources	February 1, 2022	✓
5. Develop uniform process of reference checking	Office of Human Resources	February 1, 2022	✓
6. Offer professional development to leaders on legal and appropriate protocols of our hiring process	Office of Human Resources	April 1, 2022	✓

Management Plan 2021 – 2022

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: Review and communicate policies for community facility use and services.

Key Person: Office of Finance

Action Steps	Person Responsible	Due Date	Status as of 8/30/22
1. Develop committee to review facility use and make revision recommendations	Assistant Superintendent for Finance	September 1, 2021	✓
2. Identify school security and safety needs for community use of facilities	Assistant Superintendent for Finance	October 31, 2021	✓
3. Revise and communicate systems for use of facilities	Assistant Superintendent for Finance	October 31, 2021	✓
4. Determine logistics, such as parking, for use of facilities by community	Assistant Superintendent for Finance	November 30, 2021 FALL/WINTER 2022	In progress
5. Review and/or create school procedures, aligned with Board policy, for facility use	Assistant Superintendent for Finance	February 1, 2022	✓

6. Revise and communicate regulations and procedures for use of facilities	Assistant Superintendent for Finance	May 1, 2022 FALL/WINTER 2022	In progress
7. Approve facility use rate annually	Assistant Superintendent for Finance	March 2022	✓

Management Plan 2021 – 2022

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: Investigate, identify, and implement communication systems that work for students, parents, staff.

Key Person: Office of Public Information

Action Steps	Person Responsible	Due Date	Status as of 8/30/22
1. Track and analyze communication that is sent to parents.	Director of Public Information	February 1, 2022	✓
2. Facilitate discussion with leadership team on types of communication used with staff	Director of Public Information	October 1, 2021	✓
3. Determine means of building level communications that are most effective for parents	Director of Public Information	May 1, 2022 IN-PROCESS	In progress
4. Develop and communicate guidelines for timely building level communications that are followed by all principals	Director of Public Information Superintendent	September 15, 2021 IN-PROCESS	In progress
5. Meet with building principals and clerical staff to discuss content in monthly newsletters	Director of Public Information	October 31, 2021	✓

6. Provide reminders and guidelines to building principals to assure consistent information is shared with students (as necessary)	Director of Public Information Superintendent	October 1, 2021	
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Management Plan 2021 – 2022

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 in district experiences.

Task: Analyze continuum of current systems of student support and services and adjust according to findings.

Key Person: Office of Student Services

Action Steps	Person Responsible	Due Date	Status as of 8/30/22
1. Ensure that all leadership understands the student support and services offered throughout the district	Office of Student Services Office of Instruction	December 1 , June 30, 2021	✓
2. Investigate pre-referral processes and implementation in each of the elementary schools to ensure consistency among K – 3 and 4 -6 consistency	Office of Instruction	February 1 , June 30, 2022	✓
3. Provide clarification and understanding of existing pre-referral processes for students throughout the district (staff and accessible to families)	Building Principals Office of Student Services	October 31 , June 30, 2021	✓

4. Work with each school to determine flexibility and ability to provide extended services to students in our multi-tiered systems of support	Office of Instruction Office of Student Services	February 1, 2022	
5. Provide clarification and understanding of existing multi-tiered systems of support in each of the schools	Building Principals Office of Student Services Office of Instruction	October 31, 2021	
6. Provide clarification and understanding of multi-tiered systems of support in each of the schools (continuum of services)	Building Principals Office of Student Services Office of Instruction	March 31, 2022	

Management Plan 2021 – 2022

Instruction

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

Initiative Area and Goal:

Instructional Framework - Provide cohesive & consistent implementation of an instructional model that is accessible to all staff and students.

Task: Research best practices to identify gaps in current instructional model and create a model to merge District beliefs with research-based practices.

Key Person: Office of Instruction

Action Steps	Person Responsible	Due Date	Status as of 8/30/22
1. Set consistent expectations and goals tied to instructional model during leadership retreat	Assistant Superintendent for Instruction	July 31, 2021	✓
2. Turnkey instructional model to school-based planning teams	Building principals	September 30, 2021	✓
3. Analyze existing instructional models used within district	Directors of Instruction	January 1, 2022	✓
4. Determine best practices for instruction	Building principals	May 31, 2022	✓
5. Synthesize reports and feedback from school-based planning teams and Dr. Hunter	Assistant Superintendent for Instruction	May 31, 2022	✓

cohort to develop instructional model			
6. Communicate instructional model to leadership staff	Assistant Superintendent for Instruction	Summer 2022	✓

Management Plan 2021 – 2022

Instruction

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

Initiative Area and Goal:

Grading - Create and implement a consistent, meaningful and equitable standards-based grading system.

Task: Research best practices and assess District use of standards-based grading to create an alignment of grading systems.

Key Person: Office of Instruction

Action Steps	Person Responsible	Due Date	Status as of 8/30/22
1. Assess current grading practices used K – 12.	Building Principals	June 30, 2022	✓
2. Develop an understanding and vision for an equitable and standards-based grading system in West Irondequoit (END IN MIND_	Assistant Superintendent for Instruction	June 30, 2022	✓

Management Plan 2021 – 2022

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: Develop protocols and expectations for communication to families and community from each building.

Key Person: Office of Public Information

Action Steps	Person Responsible	Due Date	Status as of 8/30/22
1. Develop and communicate guidelines for timely communications from the schools to their families	Director of Public Information Superintendent	September 15, 2021	
2. Inform community at large of the use of website and social media to gain access to district information, activities, and events	Director of Public Information	November 1, 2021	
3. Continue to offer Gold Card to senior citizens to access school events	Director of Public Information	On-going	In progress
4. Prepare paper copies, as needed, of important notices for those without internet access	Director of Public Information	On-going	In progress

Management Plan 2021 – 2022

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: Analyze and refine the Code of Conduct to ensure it meets state and local guidelines.

Key Person: Office of Human Resources

Action Steps	Person Responsible	Due Date	Status as of 8/30/22
1. Complete thorough review of Code of Conduct to ensure alignment with district, state and local regulations, beliefs, and guidelines, as well as current educational trends and practices	Office of Human Resources	May 1, 2022 Annually	✓
2. Provide recommended revisions of Code of Conduct to Board of Education for approval	Office of Human Resources	June 30, 2022 Annually	✓
3. Roll-out Code of Conduct annually with leadership team	Office of Human Resources	August 31, 2022	✓
4. Roll-out Code of Conduct to all stakeholder groups	Office of Human Resources Principals	September 15, 2022 Annually	✓

Management Plan 2021 – 2022

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: Create a Board of Education policy focused on Diversity, Equity, and Inclusion.

Key Person: Office of Human Resources

Action Steps	Person Responsible	Due Date	Status as of 8/30/22
1. Review draft policies provided by Erie I BOCES on Diversity, Equity and Inclusion	Office of Human Resources Office of Instruction	Per NYSED requirements	✓
2. Consider additions and revisions of policy based on West Irondequoit needs and interests	Office of Human Resources Office of Instruction	Per NYSED requirements	✓
3. Present policy to Superintendent of Schools and Board of Education for review and approval	Office of Human Resources	Per NYSED requirements	✓
4. Ensure roll-out of policy to all stakeholders for common understanding	Superintendent of Schools	After Board of Education approval	✓

Management Plan 2021 – 2022

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: Enhance and sustain ongoing professional development for cultural responsiveness.

Key Person: Office of Instruction

Action Steps	Person Responsible	Due Date	Status as of 8/30/22
1. Incorporate culturally responsive and inclusive education training as an essential component of new staff orientation	Leadership Team	August 31, 2021	
2. Ensure school and department goals are aligned with culturally responsive and inclusive education principles	Building Principals Directors of Instruction	On-going	In progress
3. Incorporate culturally responsive and inclusive education values as a goal in the professional development plan	Leadership Team	Annually	
4. Continue to leverage community resources to	Assistant Superintendent for Instruction	On-going	In progress

develop and increase awareness and broaden perspectives			
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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: Assess and enhance best practices related to cultural responsiveness in all aspects of our community.

Key Person: Office of Instruction

Action Steps	Person Responsible	Due Date	Status as of 8/30/22
1. Research and identify best practices regarding family engagement through the District Coalition	Assistant Superintendent for Instruction	June 30, 2022	✓
2. Communicate recommendations to building principals and Office of Public Relations	Assistant Superintendent for Instruction	June 30, 2022	✓
3. Implement surveys to garner information regarding our community culture	Building Principals Assistant Superintendent for Instruction	On-going	In progress
4. Use and share survey results to create School Based goals	Building Principals	On-going	In progress