



**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
Develop processes and procedures to review, analyze and adjust cultural responsiveness, diversity, equity and inclusivity within curriculum	Office of Instruction	By June 30, 2022	1
Create a system of accountability to ensure that cultural responsiveness, diversity, equity and inclusivity 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 - Ensure that all graduates are prepared for post-secondary opportunities.

Task	Person Responsible	Date of Progress Report to Superintendent	Year
Develop and communicate a District definition and goal for College and Career Readiness	Office of Instruction	By June 30, 2023	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, 2024	3
Increase K-8 awareness of College and Career Readiness 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, 2024	3
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 and revise existing curriculum processes to ensure updates and audits to support college and career readiness	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

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 positions within the district	Office of Human Resources	By June 30, 2022	1
Create consistent and equitable hiring 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 differentiated and 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 in district experiences.

Task	Person Responsible	Date of Progress Report to Superintendent	Year
Analyze current systems of student support 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 sustainable system of data collection aligned across initiatives that is secure yet 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 across the district that is reflective of district goals and initiatives and celebrates staff 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

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 - Provide cohesive & consistent implementation of an 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 roll out 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
Investigate and research best practices relating to accountability and to 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 create an alignment 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

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 effectiveness, clarity, and areas of improvement and support	Office of Instruction	By June 30, 2024	3

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