

## Horseheads Central School District Task Force Charges and Strategic Intent

### **Task Force: Character Education and Wellness**

**Facilitator: Jay Hillman**

**Charge:** The Character Education Task Force will audit analyze and investigate the District's current character education and wellness programs in order to:

- ensure integration and alignment across the curriculum
- encourage healthy lifestyles and promote responsible citizenship among the students of the Horseheads Central School District.

#### **Strategic Intent:**

- 1) By 2015, all students PreK-12 will achieve 75%, or greater, of grade level competencies from the Horseheads Central School District Character Education Program.
- 2) By 2015, all students will participate in a comprehensive, continuous, consistent and integrated wellness program that is in compliance with the District wellness policy.
- 3) Starting in the school year 2010 – 2011, and every year following, the District will provide a minimum of six annual wellness activities, including an annual community health fair, for staff and the greater community.

### **Task Force: Community Relations and Partnerships**

**Facilitator: Karen Donahue**

**Charge:** The Community Relationships and Partnerships Task Force will audit, analyze and investigate how the District currently engages the community and builds partnerships in order to:

- realize the potential of community relationships and partnerships
- enhance student achievement
- build a school-to-work coalition
- meet the workforce needs of the local business community
- more effectively communicate with all members of the District community

#### **Strategic Intent:**

- 1) By 2015, 85% of respondents in the Community Engagement Survey will Strongly Agree/Agree that the District communicates well as measured by the following:
  - The district communicates with them in a sufficient manner (Q3)
  - The district website and mailings provide accurate, timely and relevant information (Q14)
  - The district actively reaches out to its stakeholders (residents, parents, businesses) (Q25)
- 2) By 2015, 75% of respondents on the Community Engagement Survey will Strongly Agree/Agree that the District will provide ways for all stakeholders to be positively involved in the school community as measured by the following:
  - The District offers meaningful opportunities to be involved in the schools (Q4)
  - I feel welcomed when on campus (Q15)
  - I feel connected to the District as a member of the community (Q26)
  - The District has effectively formed partnerships with various community groups and associations (Q5)
  - The District has successfully built community support, where people take interest in our schools (Q27)

- 3) By 2015, the District will have established partnerships with more than 50 organizations, associations and groups, promoting a sharing of resources, maximizing communication and continually building a community wide coalition.
- 4) By 2015, 70% of parents/families will Strongly Agree/Agree that the District provides information about curricular and non-curricular opportunities and the process for involving their students.
- 5) By 2015, the District will have established and maintained an alumni network with a minimum of 250 active participants and/or resources for the school community.

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### **Task Force: Facilities and Building Use**

**Facilitator: Judith Christiansen**

**Charge:** The Facilities and Building Use Task Force will audit, analyze and investigate our current District facilities and building use, in order to ensure that:

- all facilities have equitable resources
- the student population is appropriately distributed through the District
- the interests of the school and community are appropriately balanced; and the buildings, facilities and transportation fleet are appropriately maintained and managed to ensure the safety and well being of students and staff

**Strategic Intent:**

- 1) By 2017, 75% of all staff surveyed will Agree or Strongly Agree that adequate space exists to meet all of the educational, programmatic and administrative needs throughout the District.
- 2) By 2015, the District will undergo a systematic review to ensure students are appropriately distributed throughout the District and that resources and facilities are equitable, and will develop a protocol and procedure to ensure that subsequent reviews are completed every five years.
- 3) By 2015:
  - 75% of the residents will Strongly Agree/Agree that District facilities provide opportunities for the community to access and enjoy (Q28);
  - 85% of residents and District staff will Strongly Agree/Agree that the District provides a safe, secure environment which supports teaching and learning (Q10); and
  - 75% of students will respond positively to questions about the school environment on the Student Asset Survey.
- 4) By 2015, the District will have a fully operational, high impact “Green Study Group” that will annually assess and recommend environmentally responsible opportunities to the District so that 75% of those surveyed on the District Performance Scan and Community Engagement Survey shall Agree or Strongly Agree that the District is appropriately engaged in environmental efforts.

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### **Task Force: Financial Planning and Development**

**Facilitator: Michael Stuart**

**Charge:** The Financial Planning and Development Task Force will review the financial health of the District with emphasis on:

- the District’s policies and procedures
- per pupil expenditures

- operating costs
- comparisons with other districts

so as to maximize the District's resources to ensure student achievement in accordance with State and Federal regulations.

**Strategic Intent:**

- 1) Through 2015, on a yearly basis, the District will limit its proposed budget increase in spending to 1% over the contingency cap calculation (CPI x 120%) as determined by the State Education Department, and limit the tax levy increase to 4% depending on economic conditions while providing a quality education to all students.
- 2) Through 2015, on a yearly basis, the District will review its Five-Year Facilities Plan and appropriate a target range not to exceed \$800,000, adjusted with inflation, for updating and maintaining the quality of its infrastructure depending upon the economy and state aid factors.
- 3) By 2015, the District will develop a fiscally responsible budget that is supported by at least 65% of the voters who participate in the statewide Annual Budget Vote.
- 4) By 2015, at least 70% of the respondents of Community Engagement Survey will Strongly Agree/Agree that the District makes wise decisions in capital projects (Q11; present Community Survey: 47%) is responsible in budgeting and taxation (Q22; present Community Survey: 46%) and provides value in education (Q33; present Community Survey: 82%).

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**Task Force: Professional Development and District Culture**

**Facilitators: Alice Learn, Bobbi Brock, Jean Yorio, Liz Saptura**

**Charge:** The Professional Development and District Culture Task Force will audit, analyze and investigate the District's professional development programs to ensure:

- alignment with state requirements
- student learning needs and District needs are met
- that the District builds the capacity for professional development to support 21<sup>st</sup> Century Learning
- that the needs of all adult learners are met
- that positive and effective communication exists within the District

And will audit, analyze and investigate the District's culture to ensure

- that an environment of trust and collaboration exists
- that open communication is encouraged
- that all staff members are approachable and visible
- that staff reflect an empathetic, caring and nurturing attitude

**Strategic Intent:**

- 1) Based on student performance data, by 2015, 100% of instructional staff, non-instructional staff and district leadership will be trained and will implement targeted, research-based methods to improve student achievement and meet the safety needs of all students.
- 2a) By 2015, 75% of the Horseheads staff will indicate that they have a positive view of the district as measured by key questions in the District Performance Scan. Key questions will include:
  5. Each staff member accepts responsibility for their performance (CRP Task Force)
  7. We trust each other
  10. Communication flows openly within this organization
  29. People enjoy working with each other and genuinely care about their colleagues
  36. We allow staff the time and support necessary to integrate new learnings/procedures

40. We meet on a sufficient and regular basis
41. We have sufficient time for professional development
51. We work to maintain the fundamentals of teamwork
- 2b) By 2015, 75% of students in grades 3 – 12 will have indicated that they have a positive view of the district as measured by key questions on a student survey (i.e. PLC's *Student Voice*).
- 2c) By 2015, 75% of the Horseheads Community will indicate they have a positive view of the district as measured by key questions in the Community Engagement Survey. Key questions to include:
  12. District staff is approachable, available and courteous
  23. I have had positive experiences when interacting with district staff
  32. District staff contributes to a positive nurturing environment

## **Task Force: Student Achievement**

**Facilitators: Alice Learn, Vickie Mike, Ron Holloway**

**Charge:** The Student Achievement Task Force will comprehensively audit, analyze and investigate current levels of student achievement, including but not limited to curriculum alignment and all aspects of K-12 student achievement in order to:

- ensure that the curriculum is both vertically and horizontally aligned
- ensure that the written curriculum is taught and appropriately assessed
- ensure that the needs of higher level learners are appropriately addressed
- ensure that students possess the skills necessary to be successful in the 21<sup>st</sup> Century

### **Strategic Intents:**

- 1a) By 2015, our District will have seen an annual increase in the percentage of students who achieve a level 3 or 4 on all NYS assessments in grades 3 – 8. We will also see an annual increase in the percentage of students who achieve a level 4 on the NYS assessments, grades 3-8.
- 1b) By 2015, our District will have seen an annual increase in the percentage of students who achieve 85% (mastery) on NYS Regents exams; we will also see an annual increase in the percentage of students who achieve 65% (passing) on the NYS Regents exams.
- 1c) By 2015, our District will have seen an annual increase in the percentage of students who earn an advanced Regents diploma.
- 1d) By 2018, our District will be amongst the top ten percent of districts in New York State as measured by the state assessments.
- 2) By 2015, 100% of our students will show evidence of 21st Century Learning competencies through interdisciplinary projects to be completed in grades 3, 5, 7, as well as one sometime during grades 9-12.
- 3) By 2020, all schools in our district will meet the requirements for Blue Ribbon School status.