

BATAVIA CITY SCHOOL DISTRICT STRATEGIC PLAN

www.bataviacsd.org/page/strategic

June 2022

Student success in every classroom, everyday!

Dear Batavia City School District Community:

In January 2021, the Batavia City School District began the process of developing a new districtwide strategic plan—a roadmap towards achieving our educational goals for all of our BCSD students for years to come.

Together over 18 months, our administration and more than 100 teachers, staff, parents, students, and community members collaborated to create this strategic plan. The process included:

Phase One:

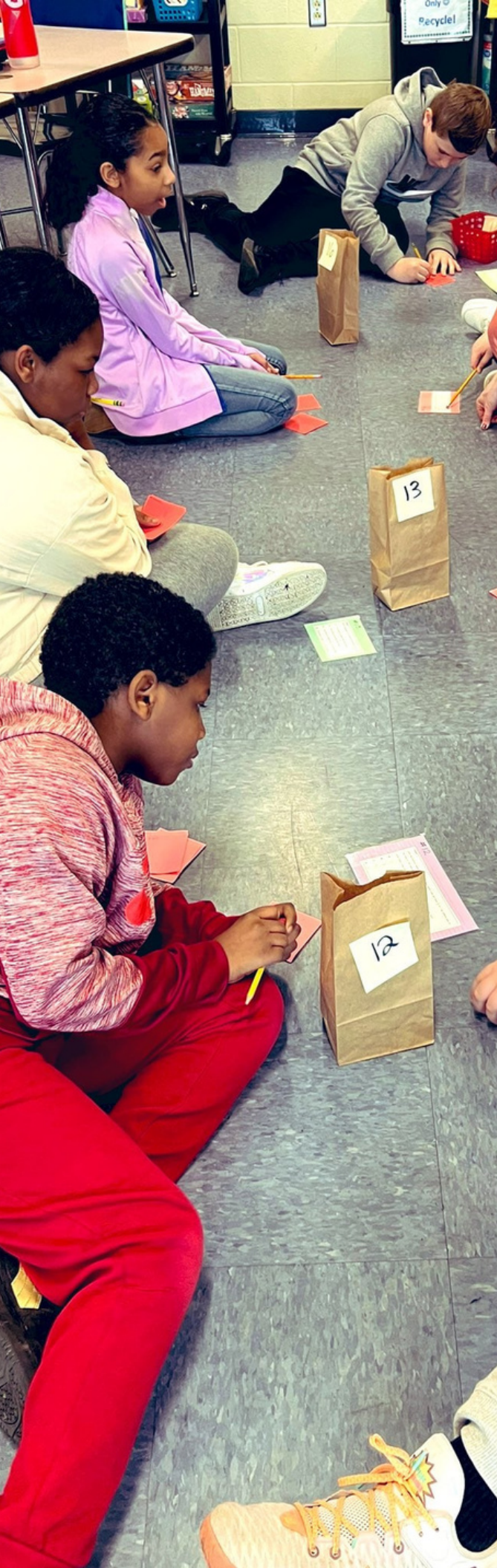
We focused on gathering information and highlighting what was working well in our schools as well as our current reality. We used a storytelling process where our participants shared when BCSD and our schools "did right" by a student. This allowed us to collectively determine our common strengths that will shape our work and culture moving forward.

Phase Two:

We took those strengths and key areas of focus and turned them into goals. Those goals turned into action plans to guide our work.

Phase Three:

We refined our action plans to include checkpoints and ways to measure our success.



What's Next:

Now that our Strategic Plan is in place, it's time to get to work!

Throughout the rest of this report we'll guide you through BCSD's Mission, Vision, and Core Beliefs, which served as the foundation of our plan.

From there, you can read about our team's shared goals we're aiming to achieve with the help of our Strategic Plan.

Then, we lay out step-by-step what we'll do to achieve each goal, including key strategies, actions, timelines and benchmarks to measure our success.

While we've developed this plan to cover a five year period from 2022-2027, we're constantly reviewing and refining our approach to help us achieve success for our students for decades to come.

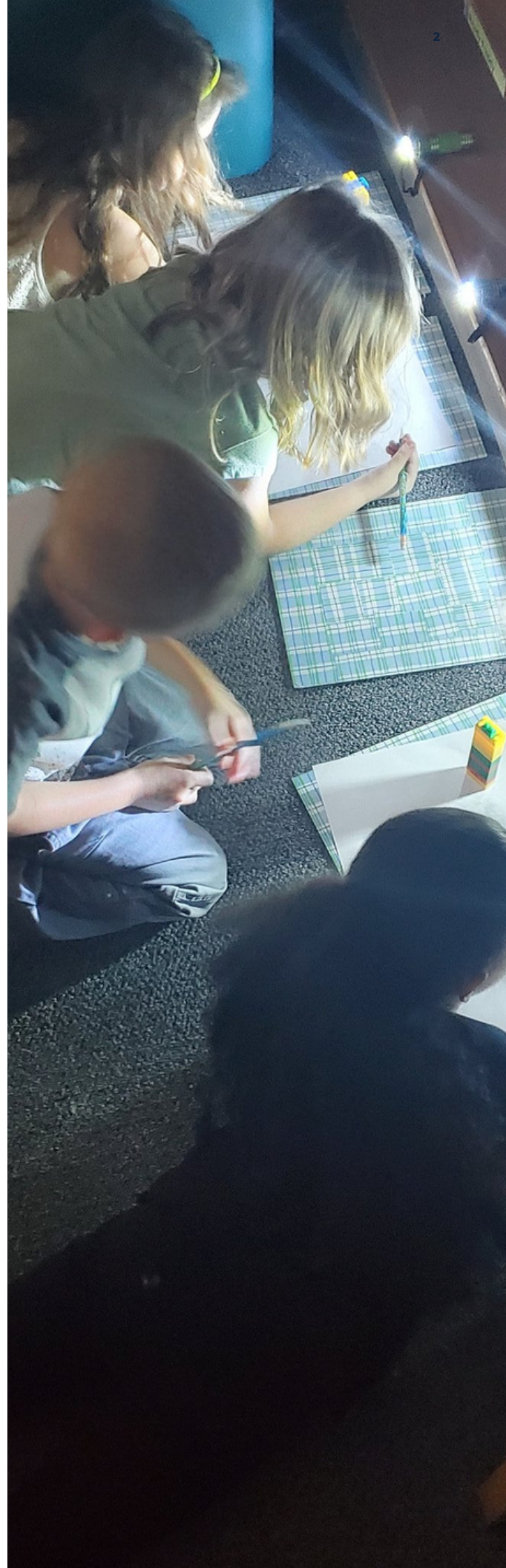
We would like to personally thank everyone who helped contribute to this plan and get our strategic vision off the ground. We have a lot of work ahead of us, but we're confident that the stellar BCSD team is up for the challenge.

Onward!

Sincerely,

A handwritten signature in black ink that reads "Dr. Molly Corey". The signature is fluid and cursive, with the first letters of each word being capitalized and prominent.

Executive Director of Curriculum and Instruction, Batavia City School District



OUR MISSION (Who we are today):

The Batavia City School District is committed to empowering students to achieve their maximum potential, while becoming socially responsible citizens.

OUR VISION (Who we want to be tomorrow):

The Batavia City School District, in partnership with our Batavia community, will provide a safe and nurturing environment to develop students with high moral character who are able to successfully meet life's challenges.

OUR CORE BELIEFS

Our Faculty/Staff Will:

- Create a safe, relevant and engaging learning environment that motivates students to learn while promoting proper health and wellness.
- Commit to continuous improvement and life-long learning
- Use knowledge of each child's vary life experiences, learning styles, abilities and interests to maximize learning.

Our Students Will:

- Contribute to creating a safe and respectful environment
- Put forth their best effort
- Be independent learners and competent problem-solvers who seek help when needed

Our Families Will:

- Make education a priority in the household
- Support the school in promoting a good work ethic and personal responsibility, as well as encouraging health and wellness.
- Provide the necessary time, space, and supplies at home for homework and studies to be completed

Our Community Will:

- Work with the schools to provide authentic experiences to BCSD students
- Collaborate with the schools to provide opportunities within and outside the school day
- Communicate real-world expectations for those in the workforce

OUR GOALS FOR THE BATAVIA CITY SCHOOL DISTRICT

1

SAFE & ORDERLY SCHOOL ENVIRONMENT

Create and maintain a safe and orderly school environment where all students, staff, families and community members feel welcomed, valued, and empowered to achieve their maximum potential.

2

COLLABORATIVE CULTURE

Articulate, promote, and ensure a collaborative school culture that impacts the well-being of each school across a diverse population of students, staff, families and community.

3

CLEAR AND ACCESSIBLE CURRICULUM

Create, review, and revise grade level curriculum to ensure a clear, systematic, and accessible education for all students.

4

EFFECTIVE TEACHING IN EVERY CLASSROOM

Learn, practice, implement, and reflect upon models of effective instruction and evidence-based teaching practices as a means of improving learning for all students.



"From the moment I stepped foot into the Batavia Middle School I knew that every individual cared about the success of our students."

-BCSD Teacher

SAFE & ORDERLY ENVIRONMENT

Create a safe and orderly school environment where all students, staff, families, and community members feel welcomed, valued, empowered to achieve their maximum potential.

STRATEGY ONE: TIMELINE

YEAR 1 2022-23	YEAR 2 2023-24	YEAR 3 2024-25	YEAR 4 2025-26	YEAR 5 2026-27

ACTIONS

1

Convene a district-level planning team of diverse stakeholders to lead the work toward a safe and orderly school environment.

August 2022

2

Review district materials to identify key concepts of safe and orderly school environments based on BCSD values including Mission/Vision statements, Code of Conduct, Grading Policies and Expectations, Multi-Tiered System of Supports (MTSS) documents, Counseling Plan.

By January 2023

3

Prioritize, study, and learn about best practices for creating a safe and orderly school environment:

- A Framework for Safe and Successful Schools
- SEL: A Guide to Systemic Whole School Implementation
- NYSED DEI: A Call to Action and CR-SE Brief 5: The Four Principals of CR-S
- NYSED Equity Self-Reflection

By May 2023

4

Develop a categorized resource for each school to use when developing goals and building a plan for safe and orderly school environments. Engage in a collaborative review of draft plans.

By May 2024

KEY BENCHMARKS

- Develop a list of team members and dates to meet
- Create a graphic organizer highlighting key concepts from district materials
- Maintain a list of best practices that BCSD values
- Plan for infusing best practices into school goals

SAFE & ORDERLY ENVIRONMENT

Maintain a safe and orderly school environment where all students, staff, families, and community members feel welcomed, valued, empowered to achieve their maximum potential.

STRATEGY TWO: TIMELINE

YEAR 1 2022-23	YEAR 2 2023-24	YEAR 3 2024-25	YEAR 4 2025-26	YEAR 5 2026-27

ACTIONS

1

Communicate implementation plan across all stakeholder groups (i.e. staff, students, community).

Timing TBD

2

Design a process for systematic progress checks multiple times throughout annual implementation.

Timing TBD

3

Refine implementation plan based on progress checks.

Timing TBD

4

Produce a self-reflection and efficacy report detailing successes, barriers, and an action plan to overcome barriers.

Timing TBD

KEY BENCHMARKS

- Plan for communication across all groups
- Develop a schedule for progress checks
- Create efficacy report. Ask the question: How are buildings in the district doing?



"My son has the most patient teachers. They have helped him reach his goals and have kept me updated every time I ask. Thank you, you rock!"

-BCSD Parent

COLLABORATIVE CULTURE

Create a collaborative school culture that impacts the well-being of each school across a diverse population of students, staff, families and community.

STRATEGY ONE: TIMELINE

YEAR 1 2022-23	YEAR 2 2023-24	YEAR 3 2024-25	YEAR 4 2025-26	YEAR 5 2026-27

ACTIONS

1

Convene a district-level planning team of diverse stakeholders to lead the work to improve our collaborative culture using communication methods and Professional Learning Communities (PLCs).

By September 2022

2

Survey stakeholders and identify key areas where collaboration could be improved.

By January 2023

3

Prioritize time to analyze key areas identified by the survey.

By May 2023

4

Develop a plan, including timing and goals, for ensuring a collaborative culture.

By September 2023

KEY BENCHMARKS

- Thorough analysis of survey data
- Development of district and building-specific Professional Learning Communities which include structure, timing, and goals

COLLABORATIVE CULTURE

Maintain a collaborative school culture that impacts the well-being of each school across a diverse population of students, staff, families and community.

STRATEGY TWO: TIMELINE

YEAR 1 2022-23	YEAR 2 2023-24	YEAR 3 2024-25	YEAR 4 2025-26	YEAR 5 2026-27

ACTIONS

1

Communicate the implementation plan across all stakeholder groups including staff, students, and the community.

By September 2023

2

Design a process for systematic progress evaluation which includes multiple check-ins throughout the year.

By September 2023

3

Refine implementation plan based on progress checks.

By September 2024

4

Produce a self-reflection and efficacy report detailing successes, barriers, and an action plan to overcome barriers.

Annually starting in 2024-25

KEY BENCHMARKS

- Plan for communication across all groups
- Develop a schedule for progress checks
- Create efficacy report. Ask the question: How are buildings in the district doing?



"For many years I have been a teacher chaperone for the Senior Make A Difference Day activities. The most amazing observation I made was the genuine care and empathy that came from all of our students while working with everyone on those days."

-BCSD Teacher



CLEAR AND ACCESSIBLE CURRICULUM

Document and begin reviewing grade level curriculum to ensure a clear, systematic, and accessible education for all students.

STRATEGY ONE: TIMELINE

YEAR 1 2022-23	YEAR 2 2023-24	YEAR 3 2024-25	YEAR 4 2025-26	YEAR 5 2026-27

ACTIONS

1

Grade level/content area teams come together to review the roadmap for instruction and curriculum.

Timing TBD

2

Grade level/content area teams review and document curriculum used. Grade level and departments will work with the Executive Director of Curriculum and Instruction and BCSD's Communication Specialist to create a website for the entire district to have access to curriculum materials including:

- Curriculum Maps—Year at a Glance
- Unit Plans and Assessments
- Curriculum Materials
- Parent Resources

Timing TBD

3

Grade level/content areas teams begin to list areas for improvement based on the documentation from Action 2.

Timing TBD

4

District committee teams develop district projects (i.e. common vocabulary) to unify transition between grade levels and schools

Timing TBD

KEY BENCHMARKS

- Gather documents including:
 - Updated Grade Level Expectations
 - Updated Year at a Glance
 - Unit Plans and Assessments
- Creation of district web page for teachers and parents
- Review of fall/winter/spring documents

CLEAR AND ACCESSIBLE CURRICULUM

Audit and prioritize revisions needed to grade level curriculum to ensure a clear, systematic, and accessible education for all students.

STRATEGY TWO: TIMELINE

YEAR 1 2022-23	YEAR 2 2023-24	YEAR 3 2024-25	YEAR 4 2025-26	YEAR 5 2026-27

ACTIONS

1

Grade level/content area teams and special area teachers come together to select areas that need revision utilizing BCSD's Auditing Process

Timing TBD

2

Grade level/content areas and schools review curriculum using a series of needs:

- Need to reprioritize standards
- Need to balance types of assessments utilized
- Need to infuse instructional practices selected in goal area 4
- Need to infuse SEL/DEI perspectives
- Need to identify new core resource as part of BCSD's textbook adoption process

Timing TBD

3

Teachers will meet to vertically align key content (STEAM, technology, core content, etc.) and document strategies to teach and remediate.

Timing TBD

4

Multi-Tiered System of Supports (MTSS) processes are followed to ensure Tier I, II, and III supports for all students.

Timing TBD

KEY BENCHMARKS

- Auditing form completed each year by grade level/department
- Needs identified in curriculum proposal
- Textbook adoption process begins as needed
- Vertical alignment documents created
- MTSS process documented at each school

CLEAR AND ACCESSIBLE CURRICULUM

Create and/or revise grade level curriculum to ensure a clear, systematic, and accessible education for all students.

STRATEGY THREE: TIMELINE

YEAR 1 2022-23	YEAR 2 2023-24	YEAR 3 2024-25	YEAR 4 2025-26	YEAR 5 2026-27

ACTIONS

1

Develop a summer curriculum project to reflect needs identified in Strategy Two:

- Need to reprioritize standards
- Need to balance types of assessments utilized
- Need to infuse instructional practices selected in goal area 4
- Need to infuse SEL/DEI perspectives
- Need to identify new core resource as part of BCSD's textbook adoption process

Timing TBD

2

Grade levels and departments propose a summer curriculum project to revise selected area/unit and/or professional development when using a new curriculum resource.

Timing TBD

3

Teachers will meet to vertically align key content (STEAM, technology, core content, etc.) and document strategies to teach and remediate.

Timing TBD

4

Multi-Tiered System of Supports (MTSS) processes are followed to ensure Tier I, II, and III supports for all students.

Timing TBD

KEY BENCHMARKS

- Update documents during revision process:
- Updated Grade Level Expectation
- Updated Year at a Glance
- Unit Plans and Assessments
- Turnkey revisions to grade level/department
- Schedule professional development opportunities as needed

"I am so impressed with how hard my students try, how much effort they give, and how determined they are to learn and grow.

They are respectful and responsible, view mistakes as lessons to help them grow, and are part of a very amazing team. I am proud of them and am grateful that I am their teacher."

-BCSD Teacher



EFFECTIVE TEACHING IN EVERY CLASSROOM

Study and select a common repertoire of highly effective instructional practices with a focus on diversity, equity, and inclusion to partner with all faculty.

STRATEGY ONE: TIMELINE

YEAR 1 2022-23	YEAR 2 2023-24	YEAR 3 2024-25	YEAR 4 2025-26	YEAR 5 2026-27

ACTIONS

1

Engage in a process to create consensus to articulate "what is effective teaching and learning?"

2

Instructional Leadership Team (ILT) will explore various models of effective instruction.

3

Evaluate the various models of effective instruction through districtwide lenses:

- the consensus "picture of effective teaching and learning"
- the current district philosophy regarding teaching and learning effectiveness evidence
- practicality and sustainability of implementation

4

Rank-order the models of effective instruction, considering classroom implementation based on the team's evaluation of the models.

5

Share and implement a list of district-wide set of research-based, highly-effective practices to introduce and pilot at each school.

6

Infuse practices into written curriculum.

KEY BENCHMARKS

- Develop list of highly-effective instructional practices
- ILT identification and alignment of practices by subject and grade level
- Evaluation survey
- Track how practices are infused into curriculum
- PD Packs for each instructional strategy—reading; videos; models; templates

EFFECTIVE TEACHING IN EVERY CLASSROOM

Practice selected models of effective instruction and instructional practices.

STRATEGY TWO: TIMELINE

YEAR 1 2022-23	YEAR 2 2023-24	YEAR 3 2024-25	YEAR 4 2025-26	YEAR 5 2026-27

ACTIONS

1

Present chosen models of effective instruction to small group of practice phase participants, and discuss what makes each instructional model effective.

2

Create a schedule for each practice phase by model. Each plan should include multiple opportunities for practice and a debrief session for participants in between each practice cycle.

3

Implement the plan for the practice phase.

4

Review the debriefing information regard all of the practice phases and rank-order the models in terms of the most effective to the lease effective.

5

Select the model of effective instruction for the district implementation phase.

KEY BENCHMARKS

- Identification and alignment of practices by subject and grade level
- Professional Development Calendar
- Determine the number/percentage of teachers using effective practices
- Grade level/department reflection exit ticket
- Professional development exit survey
- Walk/through observations

EFFECTIVE TEACHING IN EVERY CLASSROOM

Implement selected models of effective instruction and instructional practices

STRATEGY THREE: TIMELINE

YEAR 1 2022-23	YEAR 2 2023-24	YEAR 3 2024-25	YEAR 4 2025-26	YEAR 5 2026-27

ACTIONS

1

Present chosen models of effective instruction to be implemented to district staff (use small groups from Practice Phases to present)

2

Implement district presented model(s) of effective instruction

3

Employ team structures and processes for continual and differentiated refinement of effective model(s) of instruction (i.e. Plan, Do, Study, Act Process, Teaching Sprints).

4

Collect and analyze data (i.e. observation data, teacher artifacts, student work, formative and summative assessment results) within and across schools for the purposes of refinement of practice.

5

Evaluate data collected and analyzed as a means for measuring effectiveness and charting of next steps.

KEY BENCHMARKS

- Teacher Collective Efficacy Survey
- Building leaders to create a plan to allow teachers to observe others (previously called "Learning Walks" at the Middle School)



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JUNE 2022