

GOAL FRAMEWORK

Strategic Direction: Target Area (Aligned to themes in district goals/priorities) – Goes in the “Title” area of each goal template in Step 1a.

In the “Description” box:

- **Goal (SMART Goals)** – What’s the goal?
- **Means (Action Plan)** – What are the steps to achieve the goal?
- **Deliverables (Indicators of Success)** – What evidence can be uploaded to show the goal’s been met effectively?
- **Strategic Outcomes/Benefits** - Additional benefits from achieving the goal

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Strategic Direction: STRATEGY – District Vision and Mission

Goal: Develop/update a strategic plan that will define the strategic mission and vision of the district.

Means:

- Create a committee that represents each stakeholder group in the community
 - Students
 - Teachers
 - Administrators
 - Community members
 - Business owners
 - Parents
 - Residents without children in the district
 - Board of Education Members
- Prioritize the list of challenges the district will face over the next five years
- Define student learning targets

Deliverables:

- The list of people on the “District Vision and Mission” committee
- The list of priorities suggested by the committee

Draft of Vision and Mission Statement

Strategic Outcome/Benefit:

Put a stake in the ground to guide so that everyone in the district is “rowing in the same direction.”
“What gets prioritized, gets accomplished.”

Strategic Direction: CURRICULUM & INSTRUCTION - Rigorous and relevant authentic learning experiences

Goal: Develop the structures and processes to explore ways to improve the way teachers teach and students learn.

Means:

- Create a curriculum council whose purpose will include:
 - Curriculum alignment
 - Review and refine core subjects and electives
 - Continue to expand STEM initiatives/pathways in HS and to continue the STEM Enhancement program into elementary school
- Create a scheduling committee
- Review 9/10-period day in conjunction with a nationally recognized scheduler consultant
 - Develop recommendations for a future schedule

Deliverables:

- Provide a professional development plan showing training opportunities for faculty and staff in District sanctioned programs
- Scheduling committee created
- Create a list of recommendations for a future schedule

Strategic Outcomes/Benefits:

- Promote student achievement as a result of rigorous and relevant authentic learning experiences
- Support teachers' pedagogical autonomy
- Improve level of instruction and student achievement

Strategic Direction: PUPIL PERSONNEL SERVICES – Pedagogy

Goal: Implement Multi-tiered Systems of Support (MTSS) for academic (RtI), social-emotional learning (SEL), and behavioral development (PBIS), including appropriate curriculum, benchmarking, intervention, and use of progress monitoring tools.

Means:

- Provide training for all staff on IEP and Section 504 regulations and practices
- Provide training for Special Education on specially designed instruction and explicit direct instruction

Deliverables:

- Agendas from staff training on IEP and Section 504 regulations and practices
- Attendance list from staff training on IEP and Section 504 regulations and practices
- Agendas from staff training for Special Education on specially designed instruction and explicit direct instruction
- Attendance list from staff training for Special Education on specially designed instruction and explicit direct instruction

Strategic Outcomes/Benefits:

- Ongoing improvement in student academic performance through academic and behavioral systems
 - Decrease in behavioral referrals and suspensions
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Strategic Direction: OPERATIONS & MAINTENANCE/FACILITIES – First Class Facilities and Operations to Support Student Achievement

Goal: Remediate aging buildings & grounds issues and improve O&M operations.

Means:

- Develop a capital projects plan
- Conduct a facilities study through NYS School Facilities Association to improve O&M operations
- Develop an RFP for an architect
- Develop an RFP for a construction manager
- Commence an energy performance contract (EPC)

Deliverables:

- The facilities study through the NYS School Facilities Association
- A successful RFP process for an architect of record
- A successful RFP for a construction management firm
- A successful RFP process that results in an energy performance contract

Strategic Outcomes/Benefits:

- Provide students the best possible spaces to inspire learning
 - Provide teachers the best possible spaces to deliver knowledge/instruction
 - Improved operations make the workday more efficient so the extra time can be spent on teaching and learning
 - Reduce energy consumption and carbon footprint
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Strategic Direction: HUMAN RESOURCES/STAFFING – Recruit, Develop and Retain Talented and Passionate Professionals

Goals: Successfully fill all vacancies with highly qualified, exceptional candidates.

Successfully conclude collective bargaining with the TAA, TTA, and TEU

Means:

- Employ a rigorous screening, interviewing and background check process to fill vacancies
- Implement divergent means to recruit and hire staff and to fill difficult-to-find certification areas
- Provide APPR training for administrators

Deliverables:

- List of new hires

- Effective HEDI APPR scores on new staff
- List of administrators going through APPR training
- Certificates of completion for superintendent and principals from BOCES covering the 9 criteria necessary to be certified as a lead evaluator of teachers
- Completed collective bargaining agreements

Strategic Outcomes/Benefits:

- A strong, cohesive administrative team
- Sound implementation of the District's annual professional performance plan & timely feedback/evaluation of staff
- Establish expectations and conditions of employment that clarify and improve the quality of the work environment of administrators, faculty, and staff, to ultimately support their performance effectiveness.
- Develop a collaborative work environment

TECHNOLOGY/TECHNOLOGY SERVICES

Goal: Develop a plan to utilize SMART Bond funding to update/upgrade all District technologies and security infrastructure

Means:

- Create a technology advisory committee
- Perform an audit of District technology/the technology services department
- Develop a state instructional technology plan

Deliverables:

- List of technology advisory committee members
- The audit of the District technology/the technology services department
- Complete the state instructional technology plan

Strategic Outcomes/Benefits:

- Creates a more engaging environment for students
- Foster students ability to better problem solve
- Improves collaboration
- Prepares students for the future
- Addresses different learning styles
- Becomes a platform for more advanced technology

Strategic Direction: FINANCE/RESOURCE ALLOCATION – Fiscal Responsibility/Systems Improvement

Goal: Improve finance processes in order to be more efficient in maintaining fiscally responsibility

Means:

- Implement nVision's Budget Manager module and provide staff the necessary training
- Improve the year-end close/audit process
- Automate the requisition process by implementing nVision's Requisition Manager module and provide staff the necessary training
- Execute defined and structured budget and reserve plan process
- Assign roles, responsibilities and timelines for completion of financial audit.

Deliverables:

- Automate the budget process
- Develop a transparent budget that stays within the tax cap
- If possible, keep budget and tax increase at 0%, unless it hamstrings student learning objectives in our strategic roadmap
- Implement the first-year recommendations of the annual financial statement audit
- Respond to all audit management letter comments within 90 days
- Develop a reserve plan

Strategic Outcomes/Benefits:

- Ensure the long-range educational and financial stability of the District
 - Provide fiscal transparency
 - Promote District integrity with the community
 - Encourage operational and financial efficiencies
 - Foster strong community support
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