

**SUPERINTENDENT'S
ACTION PLAN**

2017-2018

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**Huntington Union Free School District
Huntington, New York**

Rationale

This leadership plan is designed to reflect the mission of the Huntington Union Free School District, refine the current District vision, maintain District strengths and determine revisions to or new direction in particular areas as needed. Overarching priorities include maintenance of high quality Board of Education-Superintendent-community relationships and addressing opportunities and challenges facing the District and school community. I and my cabinet will maintain strong relationships with key stakeholders and stakeholder groups, as well as maintain a strong sense of the District culture and the individual cultures associated with District schools.

The current goals delineated within this document are aligned with 2017-2018 goals established by the Board of Education. Working toward the achievement of each goal is essential to my success as superintendent, as well as to the short- and/or long-term success of Huntington students and staff. Supporting each goal are specific objectives and action items.

The plan is meant to be dynamic in nature. As such, action items may be modified, altered, deleted, replaced, or expanded as additional data is collected or Board direction provided during implementation. I will remain open to suggestions regarding how to improve plan components and anticipate receiving valuable input from trustees and District stakeholders.

The plan is designed and will be implemented so as to permit me to:

- Respond to District constituents as promptly as possible, both within and beyond the context of daily operations and problem-solving;
- Examine key issues faced by the District in the context of how such issues were addressed in the past and the factors that affect how the organization may function in the future;
- Conduct an assessment in terms of the following categorical functions:
 - Policy and Governance
 - Personnel and Business Operations
 - Budgeting and Finances
 - Leadership, Management, and Supervision
 - Curriculum, Instruction, and Assessment
 - Student Achievement
 - Special Education
 - Technology
 - Safety and Security
 - Communication, Customer Service, Parent/Community Relations;
- Prioritize tasks and develop an associated action plan

Critical Partnerships

Board of Education

The Superintendent will maintain strong team-oriented working relationships with each individual Board of Education member and the Board as a collective entity.

District Students

The Superintendent will maintain strong relationships with student body representatives. This will involve his visibility within schools and classrooms on a continuing basis.

District and Building Administrative Staff

The Superintendent will maintain strong professional relationships with District administrators and assess the strengths and needs of the leadership team.

Instructional and Support Staffs

The Superintendent will maintain strong collaborative relationships with the District's instructional and support staffs in an effort to promote increased student achievement.

Collective Bargaining Units

The Superintendent will maintain productive working relationships with leaders of the District's collective bargaining units.

Community Leadership

The Superintendent will maintain strong relationships with District PTA and local community, religious, and business organization leadership to generate good will, build support, and establish open communication channels.

Professional Associations

The Superintendent will maintain an active role within pertinent professional associations (e.g., NYSCOSS, SCSSA, AASA, ASCD, etc.) as a component of his ongoing professional growth and development.

Political Leadership

The Superintendent will meet with local and state political leaders, as warranted, to establish avenues for regular communication.

Media

The Superintendent will clearly articulate District goals so that the public, press, and educational community are aware of District efforts and expectations in behalf of its students and community.

District Tour and School Visitations

The Superintendent will engage in regular tours and visitations in an effort to secure a keen understanding of each school's culture and community, as well as the differences among them.

Goals, Objectives, and Action Items

The plan provides an explicit and tactical framework designed to promote successful academic and extracurricular programs, new initiatives, and maintenance of effective internal operating, reporting, and accountability systems. It is in direct alignment with the Huntington School District's mission, vision and core beliefs, and will serve as a guiding document for focused efforts contributing toward ongoing District improvements.

GOAL 1: Ensure effective District governance through effective and positive Board of Education-Superintendent relations.

Objectives:

1. Maintain an ongoing appropriate channel of communication between the Board and Superintendent.
2. Further build upon the Board and Superintendent as a cohesive leadership team, with an agenda focused on increasing the level of student performance within the Huntington School District in a fiscally responsible manner.

Action items:

1. Maintain regular communication systems with trustees in the form of telephone calls/text messages, e-mail, weekly updates and face-to-face meetings. Engage in dialogue with individual Board members as often as warranted to review/discuss perspectives and priorities.
2. Review the status of 2016-2017 Board/District goal attainment and construct, modify and prioritize goals for 2017-2018.
3. Assist the Board in maintaining a clear understanding of roles, responsibilities, expectations of staff members throughout the District.
4. Maintain a regular meeting time and/or communication channel with the Board President for reviewing Board of Education meeting agendas; review associated protocol with the District Clerk.
5. Establish/continue support of regular professional development for the Board of Education and Superintendent.
6. Establish an agenda for at least one Board of Education/Cabinet retreat.
7. Prepare and deliver meeting presentations to keep Board members informed of progress related to District initiatives.
8. Suggest/maintain a performance evaluation format that includes individual and District goals as indicators of success to be used by the Board to evaluate the Superintendent.
9. Oversee the district's Policy Committee such that members will participate in adding, updating and deleting policies, and make recommendations to the full Board in an effort to support its role in district governance.

GOAL 2: Adopt and adapt curricular and instructional measures that will promote continued progress in overall student, building and subgroup academic performance, including graduation rates at the high school, with a focus on closing subgroup achievement gaps.

Objectives:

1. Analyze patterns in student growth and achievement data so as to determine trends, strength and shortcomings associated with both teaching and learning.
2. Determine “where we are and where we need to go” as it pertains to each department within the organization so as to promote a student achievement-centered agenda.
3. Maintain/modify systems and tools for qualitative/quantitative and formal/informal evaluation and instructional support.
4. Review and revise, as needed, the District’s Response to Intervention (RtI) plan in an effort to ensure that all students receive the supports and instructional enhancements best suited for them as individual learners.
5. Continue to review and examine the efficacy of personnel assignments.

Action Items:

1. Review disaggregated student assessment data for all subgroups, as well as data organized by teacher, in all subject areas, including those that contribute to District/school accountability status.
2. Review K-6 AIMSWeb data, disaggregated by teacher, as evidence of student growth.
3. Continue to require formulation of annual Action Plans from administrators and chairpersons for the purpose of documenting agreed-upon goals, objectives and action items that support and address the needs of the District and respective buildings and departments; initial, mid-year and end-of-year meetings between Cabinet and respective individuals will be held to assess/discuss progress subgroup (e.g., economically disadvantaged, English language learners, students with disabilities) performance, achievement gaps and other areas in need of attention.
4. Oversee/facilitate development and/or import of professional development measures and programs for use in training staff on new standards in all core disciplines and the arts.

GOAL 3: Facilitate provision of authentic and differentiated learning experiences in classrooms at all levels.

Objectives:

1. Monitor the levels of differentiated instruction currently demonstrated in District schools and classroom.
2. Assess needs requiring support for schools/teachers related to providing individualized instruction and opportunities for individualized learning programs.

Action Items:

1. Evaluate instructional competency and alignment with pertinent learning standards and curricula through the use of formal and informal observation processes.
2. Assess and update instructional programs and practices, curriculum documents (print and electronic), and support materials at the elementary, middle, and commencement levels, in terms of vertical alignment and alignment with pertinent learning standards, as well as for evidence of effectiveness in increasing student achievement.
3. Review, revise and broaden professional development opportunities for all staff members in alignment with District initiatives and priorities.
4. Update the District’s Technology and Smart Schools Investment Plans to include technological mechanisms that support instructional planning and assessment on an individual student level.

GOAL 4: Maintain/expand upon STEM/STEAM opportunities and social/emotional learning experiences at all grade levels.

Objectives:

1. Assess efficacy of current STEM and SEL curricular and extracurricular programs within the District. Modify and enhance those programs in response.

Action Items:

1. Continue in the development of STEM and inquiry-based instructional initiatives at all levels; utilize pertinent Jack Abrams STEM Magnet School practices as a professional development template.
2. Plan for incorporation of maker spaces and associated instructional strategies in all elementary buildings in tandem with the district's library program.
3. Design secondary elective courses in alignment with current "college and career readiness" standards and 21st century professions, which includes planning for computer science and virtual enterprise courses set to open in 2018-19.
4. Further incorporate character education curricular components and assemblies at the elementary level, as well opportunities for high school students to mentor younger students.
5. Continue in the development of restorative justice practices at the high school level.

GOAL 5: Continue to implement a fiscally responsible and transparent budget process given the economic constraints and conditions resulting from the tax levy limit; maximize efficiencies while maintaining the integrity of programs and services offered at all HUFSD schools.

Objectives:

1. Review, streamline, and consolidate, as needed, similar functions and positions in order to increase and maximize the efficiency of service delivery and support for our schools.
2. Review/assess short- and long-term District financial strength.
3. Prepare a multi-year fiscal plan in alignment with the District's multi-year capital plan that includes expenditures for major facility improvements and upgrades (e.g., building roofs)
4. Analyze and evaluate the physical condition of each school facility.
5. Further determine and evaluate strategies to maximize effective use of all District facilities, including those resulting from the investigation of energy/cost-saving initiatives.

Action Items:

1. Continue to review and update critical data and documents, including:
 - Organizational chart
 - Project management plans and protocols
 - Board policy and administrative regulation manuals
 - Internal/external audit reports
 - Accountability plans and processes
 - Curriculum guides, course catalogs and related documents
 - District Guidance Plan
 - Response to Intervention Plan
 - Disaggregated student attendance and suspension data (by school, subgroup, disability category, etc.)

- Annual Review/IEP/504 summative documentation
 - District Technology Plan
 - Part 154 (ESL/Dual Language) Plan
 - Documentation on out-of-district placements
 - Evaluation tools/templates
 - Annual Professional Performance Review Plan
 - Employee handbooks
 - End-of-year Site Based Management Team summative reports
 - Professional Development Plan
 - Safety and emergency/crisis management plans
 - District Code of Conduct
2. Meet regularly with key personnel/consultants to review and assess programs and services.
Included areas:
- Curriculum and instruction
 - Assessment and accountability
 - Finance (e.g., external/internal/claims auditors, purchasing agent, audit committee)
 - Facilities and capital improvements
 - Technology
 - Transportation
 - Personnel/human resources
 - Communication and public relations
 - Maintenance/grounds
 - Student support services
 - Food services
 - Other district operations
3. Review organizational structure in order to validate responsiveness to the needs of our students, schools, and the public.
4. Analyze five-year budget trends to bring budgeted expenditures into alignment with actual expenditures as needed; secure additional funding for needed “equipment.”
5. Review funding streams supporting each area of District/school operations, particularly in the context of the two percent tax cap.
6. Complete negotiations with units outstanding and commence bargaining with units whose agreements are expired or will soon expire.
7. Research shared and cooperative services that can be adopted by the District to meet property tax freeze requirements for 2017-18.
8. Review/update the District’s Reserve and Capital Plans.

GOAL 6: Further engage in technological infrastructure/hardware/software/application upgrades that prepare students for future academic and professional experiences, as well as enhance district communications

Objectives:

1. Establish a district infrastructure that is fully capable of supporting all district hardware and software applications, including communication platform and a fully implemented 1:1 device initiative.

Action Items:

1. Engage district technology staff and consultants in the actions necessary to upgrade the district's infrastructure such that secure access is readily available for students and staff, and needed network security measures are in place and fully functioning.
2. Expand the district's 1:1 initiative from K-12.
3. Upgrade electronic communication platforms such that all e-communications are easily prepared by district administrators and delivered to district families.

GOAL 7: Maintain a clear and definitive strategy to address perceptual and factual issues related to school safety, security, and climate for all schools**Objectives:**

1. Review perceptions of and quantitative data on school safety, security, and climate to determine gaps and triage needs.
2. Continue evaluating connections between authentic student engagement, student-teacher performance, student discipline, student attendance, and student punctuality.
3. Understand established administrator, teacher, and support staff roles in enforcing student codes of conduct and in improving student attendance patterns.
4. Assess the District's current position and practices on matters related to student conduct and discipline.

Action Items:

1. Review data, policies, regulations and practices related to student attendance, tardiness, suspension and truancy with pertinent District and building staff members.
2. Review overlapping social service and other agency data related to the previous action item.
3. Engage in further research and work with staff to expand on consistent implementation of positive behavioral intervention and restorative justice-based programs and strategies.
4. Review and update school safety/crisis management plans and documentation on recently conducted safety audits for each school campus.
5. Carefully examine existing practices and secure external feedback, as warranted, to ensure that each campus is safe and secure, and that perceptions align accordingly.
6. Ensure that safety drills are conducted with fidelity at each District building and that all staff and students are prepared to respond appropriately in emergency situations. This may be facilitated through partnerships with the Second Precinct and other agencies.

GOAL 8: Maximize home-school communication and further increase parent engagement throughout the school community.**Objectives:**

1. Continue in the ongoing evaluation and modification of means through which the District attempts to engage parents/guardians.
2. Further research programs, local and beyond, designed to improve parent engagement.

Action Items:

1. Continue to ensure that all District and school communications, print and electronic, are available in English and Spanish.

2. Hire and develop a program for Neighborhood Aides to expand the district's outreach.
3. Expand upon opportunities available for parents to visit and celebrate their children's accomplishments at respective school buildings.
4. Expand the volume of kiosks across the District to provide parents with access to the Parent Portal should they need it; continue the partnership with the Huntington Public Library in this regard as well.
5. Visit local religious and other organizations in an attempt to connect with parents and community members.

GOAL 9: Maintain successful recruiting, hiring and retention practices supporting a highly qualified staff, upholding consideration toward its reflection of the district's culturally diverse population, that collectively helps students to reach their academic and personal potential.

Objectives:

1. Evaluate Board personnel policies and district practices to ensure alignment with the aforesaid goal.
2. Maintain/adjust recruitment, hiring and professional development mindset among those involved in planning for each.

Action Items:

1. Emphasize or modify Board personnel policies to support a highly qualified, culturally diverse staff.
2. Participate on Regional Advisory Council designed to assist in addressing statewide teacher candidate shortage in general and shortcomings related to a culturally diverse administrative and teaching candidate talent pool.
3. Expand on homegrown interest in the education profession through the high school's internship program.

GOAL 10: Maintain ongoing communication with and professional development of the District's universal pre-kindergarten providers; maximize articulation between providers and district staff.

Objectives:

1. Ensure that the District's universal pre-kindergarten (UPK) providers are informed and trained in terms of providing an educational program that best prepares students for entering Huntington's kindergarten program the following year.

Action Items:

1. Facilitate integration of the SCOPE UPK program into three district buildings, with the potential for it to expand further in future years.
2. Develop professional development opportunities that foster articulation and collaboration among UPK program and district primary school staff.
3. Research and conduct visitations to pre-kindergarten programs attached to other districts.
4. Research grants that have the propensity to provide for pre-kindergarten funding.
5. Lobby local and state legislators for additional pre-kindergarten funding.

GOAL 11: Ensure that Huntington has a voice and is well represented in educational planning and conversations at the local, state and national levels.

Objectives:

1. Increase my participation in local and state associations through assuming leadership roles at both levels.

Action Items:

1. Assume an active role as a newly appointed member of the Suffolk County School Superintendents' Association Executive Board in terms educational planning and legislative advocacy.
2. Assume role as cluster leader for the ten Huntington/Smithtown school districts.
3. Participate in council or committee discussions on topics that have a direct impact on education in Huntington.
4. Complete my final year (of an eight-year tenure) as a member of the Section XI Executive Board as past president.

GOAL 12: Work with food-service provider to evaluate and devise a plan to improve the District's food service program in terms of student appeal and health-conscious options.

Objectives:

1. Review and evaluate current food service offerings, including recent improvements, against industry standards and research on innovative programs locally and beyond.

Action Items:

1. Reconstruct food service bid documentation to ensure a recommendation to and ultimately approval from the Board for the most comprehensive food service contract options in terms of quality and choice.
2. Engage a consultant to ensure that all aspects of the new contract remain intact without compromise.
3. Research and conduct visitations to other districts in an effort to gather information on and/or observe the content and structure of their food service programs.
4. Research grants that have the propensity to assist in maintaining the District food service program's required financial self-sustainability.

GOAL 13: Continued improvement of District/public trust, commitment, and confidence through open, honest communication and actions in an effort to maintain/increase student achievement.

Objectives:

1. Continue to promote understanding and ownership of the District's mission, core beliefs and commitment as an organization dedicated to providing the best possible education for every student.
2. Ensure ongoing, clear, and consistent communication between Superintendent and each stakeholder group.

3. Maintain/establish positive and productive working relationships with key leaders and/or members of business, non-profit, philanthropic, political, religious, and service organizations within the Huntington community.
4. Increase opportunities to promote the Huntington School District's image within the community, advocating for effective programs and services.
5. Maintain a positive, productive and open relationship with the members of the local media.
6. Maintain open relationships with town, county and state political leaders, developing clear lines of communication, advocacy, and support for District students.
7. Maintain active memberships in professional organizations, as well as open dialogue with NYS Education Department officials, including the Commissioner, and State legislators. Participate actively in NYSCOSS and local superintendent cluster meetings and events.
8. Maintain a visible presence in schools and classrooms, and at extracurricular events.

Action Items:

1. Continually assess and adjust as needed the quality, quantity, and effectiveness of existing forms of communication with and among the following stakeholder groups:
 - Board of Education
 - District Administration/Directors
 - Building Principals/Administrators
 - Teachers
 - Support Staff
 - Students
 - Parents
 - Local Community and Business Leaders
 - Local Government Officials
2. Maintain regular meeting schedule with Cabinet, principals and directors; continue to emphasize the importance of open lines of communication to the Superintendent's Office.
3. Continue to increase/improve parent engagement through effective and persistent communication from staff members throughout the District.
4. Continue to identify the community's key business, government, public safety, religious and service organization, youth agency, and other leaders; maintain or establish communication protocol with associated individuals or groups to determine how the District and each organization can collaborate to the benefit of both.
5. Attend pertinent meetings conducted by key organizations such as the Huntington Chamber of Commerce, Suffolk County Police Department, and various service clubs/organizations.
6. Work with the Board to establish/review communication protocol associated with media contact and briefings. Reinforce/encourage open and honest communication with and reporting to local media sources. Invite media to significant District events.
7. Meet regularly with PTA Council and building units leaders for "listening and learning" purposes.
8. Continue to meet during the summer months with rising seniors and their parents in an effort to acquire feedback and perspectives on their experiences with District schools.
9. Continue to meet during the summer months with the parents of incoming kindergarteners for the purpose of establishing shared expectations.
10. Meet routinely with ATH and DSPA leadership in an effort to maintain open lines of communication and proactively address potential issues; meet periodically with leadership of the other units for the same purposes.

11. Meet with established student leadership organizations and student groups for “listening and learning” purposes.
12. Continue to use the website and social media outlets (i.e., Facebook, Twitter, Instagram) as means of ongoing communication and community outreach.
13. Continue to host open houses and forums with students, parents, and teachers for the purpose of promoting District achievement and engage District constituents.
14. Maintain communication with town, county and state officials regarding District needs and the impact of governmental decisions on the District.