



Bedford Central School District
Inspiring and Challenging Our Students



Dr. Christopher M. Manno
Superintendent of Schools
cmanno4173@bcsdny.org
Phone: (914) 241-6000

Strategic Planning Committee 2016-17

Report of Work and Recommended Strategic Plan June 2017

Board of Education Chair:	BoE President, Ms. Colette Dow
Board of Education Member:	BoE Facilities Subcommittee CHair, Ms. Michelle Brooks
Board of Education Member:	BoE Communications Subcommittee Chair, Ms. Pamela Harney
Committee Process Facilitator:	Dr. Manno, Superintendent of Schools

Bedford Central School District

Fox Lane Campus
P.O. Box 180
Mt. Kisco, NY 10549



Table of Contents

Recognition	Page 3
Structure and Charge of the Committee	Page 4
Committee Meetings and Process	Page 5
Strategic Planning Committee Products	Page 6
Core Values, Mission, Vision	Page 7
Near, Mid, and Long-Term Objectives in Four BIG Goal Areas	Page 10
BCSD Success Plan 2017	Page 18
Appendix	Page 19
Process Presentation	Page 20





Recognition

The Board of Education and administration would like to thank the members of the BCSD Strategic Planning Committee 2016-17 for their time, effort, commitment and contributions to this important work. Members included:

Wendy Branche	Jessica Cambarari
William Canavan	Guy Carlen
Dr. Joseph Damore	Sal DiCarlo
Christina Dochtermann	Jaeger Dochtermann
Daniele Doctor	Catherine Egan Butkiewicz
Amy Ferguson	David Griff
Caitlin Hall	Stephanie Harney
Theresa Herrero	Isabella Jordan
Loria Davie	Grayce Romeo
Laurel Rossi	Marie Scanlan
Donna Schwartz	Jennifer Tully
Amy Unger	Melinda Velez
Jill Wollman	





Structure and Charge of the Committee

The 2016-17 Strategic Planning Committee consists of constituents from all segments of the school community, including high school students, staff, administrators, Board members, parent organization leaders and participants, community leaders and officials, and others who came together to engage in a comprehensive Strategic Planning Process for BCSD.

The Strategic Planning Committee functioned under the direction of Board of Education Committee Chair, BoE President, Ms. Colette Dow. The Chair's role was to discuss and set the agenda along with the Committee facilitator, Dr. Christopher Manno, Superintendent of Schools. The Chair called meetings to order, observed/participated in committee work, adjourned meetings, and reported progress to the Board of Education. Dr. Manno facilitated process, provided information and data requested, prepared and disseminated minutes, and coordinated presentations.

All individuals who signed up for the Committee were accepted. The Committee was "advisory" in nature i.e. the committee provides recommendations to the BoE as a whole.

The overarching purposes of strategic planning are to:

- Uncover shared values
- Recommit to a refreshed Mission, or purpose, for why we exist as an educational institution
- Clarify a Vision for what achievement of that Mission would look like
- Identify critical issues that must be addressed through near-term and long-term objectives
- Identify BIG Goals and objectives under each of those goal areas that will help BCSD continually move toward the realization of that long-range Vision

The Committee refrained from getting "into the weeds" of "how" the goals and objectives would be accomplished as these are administrative tasks in nature. The administration shall engage in the process of action planning to accomplish goals and objectives outlined in the Strategic Plan.

The District Strategic Planning Committee met on the following days from 7-9 p.m.:

- October 24, 2016
- November 28, 2016
- December 5, 2016
- January 17, 2017
- February 27, 2017
- March 20, 2017
- April 24, 2017





Committee Meetings and Process

The Committee engaged in various protocols to develop the key components of the BCSD Success Plan 2017. The PowerPoint guiding the process is included as Appendix A.





Strategic Planning Committee 2016-17 Products





BCSD Core Values, Mission, and Vision

<i>An excellent education...</i>	<i>Students learn best when...</i>
<ul style="list-style-type: none">✓ Should be well rounded, rigorous, challenging, and provide students with the foundational and critical thinking skills required for continued learning.✓ Should connect students with teachers who are supportive, foster curiosity, and are inspirational to all students.✓ Should foster self-confidence, self-awareness, and general social and emotional growth and well-being.✓ Should prepare students for their future as respectful and productive citizens and members of our society.✓ Should foster the love of learning.	<ul style="list-style-type: none">✓ They feel personally actively engaged and challenged.✓ They have positive and productive relationships with their teachers grounded in mutual respect.✓ They have a safe, comfortable, supportive environment where they are respected as individuals, and feel membership in a diverse community of learners.✓ They have and can access a wide network of varied support systems, and systems exist to identify and address student needs.✓ They are encouraged to be creative and curious learners.





***The role of teachers and parents/guardians
in the educational process is...***

- ✓ To encourage, motivate, and support students.
- ✓ To foster growth, independence, and self-advocacy for students.
- ✓ To collaborate with and advocate for students.
- ✓ To be in a productive two-way relationship, and to foster and model for students mutual respect.
- ✓ To be informed about and engaged in the educational system and process.

The role of technology in education is...

- ✓ As a tool to foster digital citizenship through responsible, respectful, effective, and appropriate use.
- ✓ To facilitate communication, collaboration, critical thinking, and deep learning.
- ✓ To create endless opportunities for deep exploration, analysis, and synthesis of information.
- ✓ Not to replace learning, but rather to be an essential tool to aid in the education process by allowing students to access higher levels of thought about the content and processes of the curriculum.





The role of fiscal and operational practices is...

- ✓ To place students first in all decisions, actions, and procedures.
- ✓ To be responsible for meeting present needs, as well as planning for the future.
- ✓ To respect all school-community stakeholders.
- ✓ To be transparent, clear, balanced, prudent, and as simple as possible.

Bedford Central School District

Mission Statement

The Bedford Central School District shall cultivate curiosity and a passion for learning by providing challenging educational opportunities for all students so they may achieve their full potential as productive and contributing members of society.

Vision

Inspiring and Challenging Our Students





Near, Mid, and Long-Term Objectives in Four BIG Goal Areas

The following is a synthesis of the work of:

- The BCSD 2016-17 Strategic Planning Committee
- 2016-17 Community Budget Advisory Committee
- 2016-17 Space and Enrollment Advisory Committee
- 2016-17 Student Achievement Advisory Committee
- 2017 Leadership Team Goals Convocation

This work will drive our District and building objectives for the coming 1-5 years.

Objectives are identified under Four BIG Goals Areas:

- 1. Improve Curriculum, Instruction, Assessment, and Programs**
- 2. Improve Climate and Safety**
- 3. Improve Community Engagement, Communications, and Transparency**
- 4. Improve Fiscal, H.R., and Operational Oversight and Management**





Goal #1: Improve Curriculum, Instruction, Assessment, and Programs	Goal #2: Improve Climate and Safety	Goal #3: Improve Community Engagement, Communications, and Transparency	Goal #4: Improve Fiscal, H.R., and Operational Oversight and Management
1. Curriculum Renewal Cycle: Continue to engage in the District 5-Year Curriculum Renewal Cycle in all content areas. (Ongoing)	1. Evaluate Safety, Security and Supervision: <ul style="list-style-type: none">• Evaluate the level of security and supervision across the district at all times of the day, including after school and evenings.• Develop and implement plans to improve security and supervision.• Ensure security of all building access points.• Ensure maximum viewing coverage of interior and exterior cameras.• Evaluate and address traffic patterns and vehicle/pedestrian safety on the Fox Lane Campus. (1-3 years)	1. Promote Consistent High-Quality Communication: <ul style="list-style-type: none">• Provide consistent and streamlined communications for families.• Streamline opportunities for parents and community members to communicate to the District.• Clarify who communicates what (District, building, departments).• Systematize the translation process. (1-2 years)	1. Advocacy Work: <ul style="list-style-type: none">• Continue Legislative Advocacy Work per our Advocacy Website in collaboration with community partners.• Increase State Aid: Continue to work with parent and community groups to advocate for increased State Aid. (Ongoing)





2. Special Education Curriculum: <ul style="list-style-type: none">• Ensure high-quality curriculum is available, revised, or developed for all special education classrooms, beginning with Reading and Language Arts Literacy.• Ensure special education curriculum is designed to serve the whole child and to maintain flexibility to meet the needs of individual students as determined by IEP's.• Infuse special education curriculum renewal into the District Curriculum Cycle.• Provide high quality professional development to general education and special education teachers and support staff to effectively meet the needs of special education students. (1-5)	2. Emergency Management Planning: <ul style="list-style-type: none">• Ensure all school leaders understand and can implement all aspects of the District Emergency Management Plans.• Provide professional development to support Emergency Management and Response.• In collaboration with law enforcement and first responders, engage in ongoing risk analysis and threat assessment.• Increase the number of staff members and administrators trained in First Aid and CPR. (1-2 years)	2. Continuously Communicate Success and Student Progress and Achievements: <ul style="list-style-type: none">• Enhance a sense of shared accountability for positive communications across the school District.• Develop local comparisons to better measure BCSD progress over time. Identify a set of local comparison districts and consistently utilize these for reporting purposes.• Continue to build pride in BCSD by promoting and celebrating district and school achievements, including academic, athletic, arts, and other awards and achievements.• Collaborate with parent associations to market and promote events and achievements.• Identify unique qualities of BCSD and promote throughout District communications.	2. Achieve negotiated contracts with organized labor unions: <ul style="list-style-type: none">• Achieve contracts that are mutually beneficial to the parties, align District appropriations with revenues, and promote fiscal health and sustainability. (1-2 years)
--	---	---	---





		<ul style="list-style-type: none">• In the long-term work toward employing a dedicated public relations/communications professional to brand, promote, and market our district.• Establish a school ambassador and school tour program of our schools for prospective families. (1-2 years)	
3. Inclusion: <ul style="list-style-type: none">• Develop and expand programs which provide general education curriculum for students in inclusive settings as determined by IEP's.• Promote inclusive practices in all programs.• Work to ensure all students feel a sense of inclusion and membership in BCSD and their school. (1-2 years)	3. Promote Character Development and Mindset Education <ul style="list-style-type: none">• Focus on the Whole Child, not just academics.• Promote social and emotional wellness for our students.• Promote a culturally responsive environment for students.• Promote a culture of respect and acceptance of diversity.• Work with students to celebrate and embrace the diversity that exists within our schools and benefit from	3. Strengthen Relationships with Towns: <ul style="list-style-type: none">• Continue to build productive working relationships with our five sending towns.• Address topics pertinent to both BCSD and the towns. (1-2 years)	3. Evaluate residency concerns per the recommendation of the S and E committee report 2017. (1-2 years)





	<p>interactions and relationships with other students of diverse backgrounds.</p> <ul style="list-style-type: none">• Promote a healthy drug and alcohol-free lifestyle for our students. <p>(2-3 years)</p>		
<p>4. DLBE Program:</p> <ul style="list-style-type: none">• Finalize curricular programs for grades four through eight.• Identify metrics of program success and outcomes, analyze and communicate results.• Develop action plan to explore, design, and implement a DLBE Magnet/Academy Program at MKES per recommendation of S and E Committee.• Identify/design a model that provides an optimal learning environment for students in a traditional classroom setting.• Finalize program and	<p>4. Promote Student Voice and Input: Involve students in decision-making and governance. (2-3 years)</p>	<p>4. Capitalize Upon Community Expertise: Understand and identify ways to capitalize upon the expertise that exists across our school community to support programs. (2-3 years)</p>	<p>4. Evaluate our elementary school configuration per the recommendation of the S and E committee report 2017. (2-3 years)</p>





curriculum for DLBE for grades 6-8. (1-2 years)			
5. Monitor and Assess Student Achievement Progress: <ul style="list-style-type: none">Assess, review and inventory the assessments we currently utilize.Identify assessments we need to develop and implement in a systematic fashion.Evaluate RTI identification, resources, processes, and practices to promote effective and consistent academic and behavioral interventions across schools.Develop a set of local annual student achievement reporting data points, i.e. a local student achievement dashboard. (1-2 years)			5. Facilities Planning: Address facilities and capital improvement needs per long-term facilities plan. (3-5 years)
6. Educational Technology: <ul style="list-style-type: none">Assess the level of use of the integration of technology as			6. Teacher Retention: Support, retain, and attract high quality educators.





<p>to support teaching and learning.</p> <ul style="list-style-type: none">• Evaluate the impact of the MS 1-1 technology initiative on teaching and learning and the future nature of technology use by students and teachers at the high school level.• Continually assess technology hardware and software in meeting the needs of the instructional program.• Ensure Assistive Technology is effectively and efficiently identified, implemented and utilized to support teaching and learning for students.		(3-5 years)
<p>7. Professional Development:</p> <ul style="list-style-type: none">• Evaluate district wide professional development model and resources.• Work to identify creative new models of professional development to overcome current limitations. <p>(2-3 years)</p>		





8. Consistency of Practice:

- Foster consistency in elementary curriculum, instruction, and assessment practices. Work to promote coordination between and amongst elementary school teachers and administrators.
- Develop a comprehensive set of guidelines for enrichment practices.
- Use data to inform educational practices and decision making.
- Pursue equitable enrichment offerings at the elementary level.
- Evaluate MS programming and level of consistency across grade levels..

(Immediate and ongoing)

9. Students "In the Middle":

- Explore and evaluate the extent to which we are effectively Inspiring and Challenging all students, including students "in the middle."

- Ensure that all students are provided programs designed to meet their needs. Evaluate and improve the support of executive function skills for students.

(3-5 years)

10. HS Course Offerings:

- Work to increase course offerings at the high school.

(2-5 years)





BCSD Success Plan 2017

BCSD Success Plan 2017



Bedford Central School District



- Continuously Improve Curriculum and Programs for All Students
- Promote Inclusion for All
- Monitor and Assess Student Achievement
- Continuously Improve Instructional Technology
- Promote Professional Growth and Development
- Promote Consistent Best Instructional Practices
- Improve enrichment programs



- Continuously Improve Safety, Security, and Supervision
- Continuously Refine and Improve Emergency Management Planning
- Promote Social and Emotional Wellness for Our Students
- Continuously Promote Character Development
- Continuously Promote Student Voice and Input



- Continuously Engage in Consistent and High-Quality Communication
- Continuously Communicate Success and Student Progress & Achievements
- Continuously strengthen the District's Relationships With Our Towns
- Continuously Seek Out Ways to Capitalize Upon and Leverage the Expertise and Resources Within Our School Community



- Continuously support, retain, and attract high quality educators
- Evaluate Elementary School Configurations and Execute Recommendations of the 2016-17 Space and Enrollment Advisory Committee
- Continuously Engage in Legislative Advocacy Work on Behalf of BCSD
- Achieve Negotiated Contracts with All Bargaining Units
- Evaluate Residency Procedures and Concerns and Implement Corrective Actions
- Address Facilities and Capital Improvement Needs per the Long-Range Facilities Plan.

Our Values... *Students First* * *Passion for Learning & Engagement* * *Curiosity & Creativity* * *Rigor & Critical Thinking*
 Safety & Support * *Relationships, Respect & Membership* * *Self-Awareness & Independence* * *Transparency*

Our Mission... *The Bedford Central School District shall cultivate curiosity and a passion for learning by providing challenging educational opportunities for all students so they may achieve their full potential as productive and contributing members of society.*

Our Vision...
Inspiring and Challenging Our Students



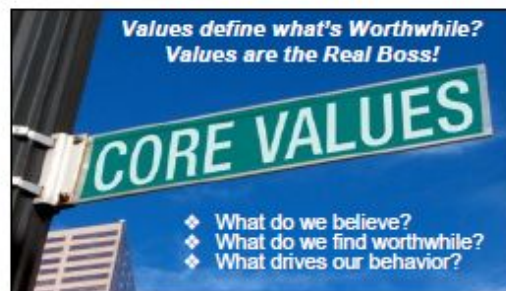
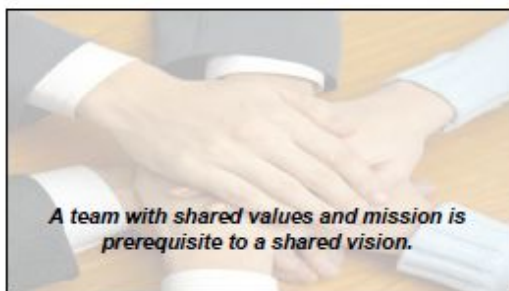


Appendix





Process Presentation





Our process...

Post-It Note Activity

- 1. Individually, complete TWO, "We believe..." statements for each given topics. One statement on one Post-It Note.
- 2. Post statements around room where designated.
- 3. Small group silent activity. Find patterns and themes in the "We believe..." statements.
- 4. Small group presentations and large group discussion.
- 5. Goal is consensus, which means everyone doesn't get exactly what he/she wants, but can live with the end result. Focus on big ideas, not word-level.



Prompters for Post-It Note Process

We believe...

- an excellent education:
- students learn best when:
- the role of parents/guardians in the education process:
- the role of technology in education:
- district fiscal and operational practices:

Mission

- Why the organization exists?
- What the organization does? It's purpose?
- What needs to be accomplished?
- May be several missions on the path to realizing the Vision.
- Clear and compelling
- Focal point of effort
- Challenging but attainable

Sample Mission Statements

Barnes and Nobel: Our mission is to operate the best specialty retail business in America, regardless of the product we sell. Because the product we sell is books, our aspirations must be consistent with the promise and the ideals of the volumes which line our shelves. As booksellers we are determined to be the very best in our business, regardless of the size, pedigree or inclinations of our competitors. Above all, we expect to be a credit to the communities we serve, a valuable resource to our customers, and a place where our dedicated booksellers can grow and prosper. Toward this end we will not only listen to our customers and booksellers but embrace the idea that the Company is at their service.

Sample Mission Statements

It is the Mission of **Advance Auto Parts** to provide personal vehicle owners and enthusiasts with the vehicle related products and knowledge that fulfill their wants and needs at the right price. Our friendly, knowledgeable and professional staff will help inspire, educate and problem-solve for our customers.





Sample Mission Statements

Citigroup: Our goal for Citigroup is to be the most respected global financial services company. Like any other public company, we're obligated to deliver profits and growth to our shareholders. Of equal importance is to deliver those profits and generate growth responsibly.

Sample Mission Statements

Leukemia & Lymphoma Society: Cure leukemia, lymphoma, Hodgkin's disease and myeloma, and improve the quality of life of patients and their families.

Sample Mission Statements

American Red Cross prevents and alleviates human suffering in the face of emergencies by mobilizing the power of volunteers and the generosity of donors.

Sample Mission Statements

Doctors without Borders works in nearly 70 countries providing medical aid to those most in need regardless of their race, religion, or political affiliation.

Read...

The Values/Beliefs we developed, and the other material in your packet. Highlight words or phrases that strike you as perhaps contributing to a Mission.



The "Cut and Paste" Method

- Based on the Beliefs/Values, small groups work together to design a Mission Statement on Sentence Strips.
- Each group cuts the Mission Statements into "chunks," i.e. meaningful words and phrases.
- Reorganize to identify the common "chunks" and include an overall Mission Statement.
- Try to use at least one "chunk" from each group's statement, if possible.







A Vision...

- Is something you strive toward achieving every day
- Describes what it would feel like and look like if the organization achieved its purpose, or Mission
- Conveys values and beliefs
- Passionate and inspiring
- Has a shared meaning
- Motivates
- Is vivid – utilizes visual, auditory, tactile symbols

The best visions are inspirational, clear, memorable, and concise.

toponoprofta.com

Clarifying a Vision

"What would it look and feel like if one day we completely and without exception achieved our Mission?"

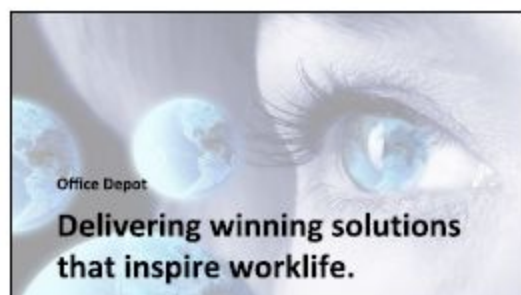
Feeding America

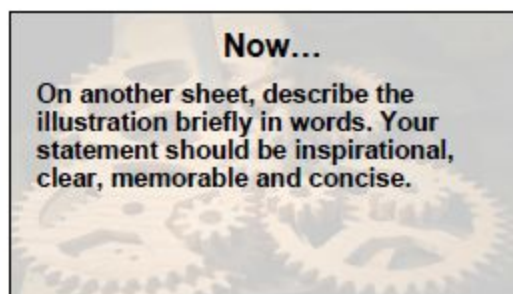
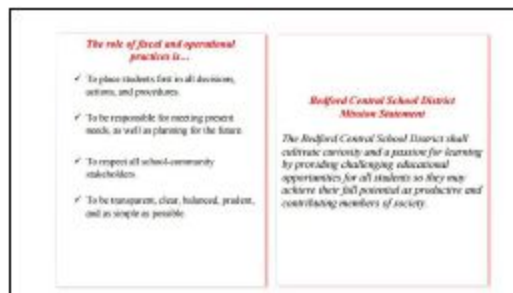
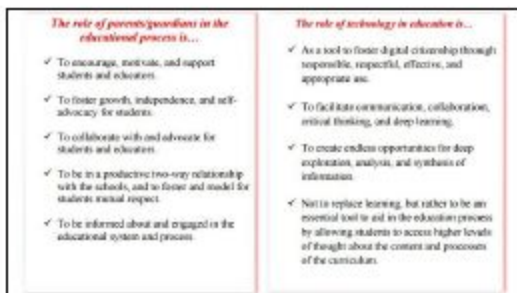
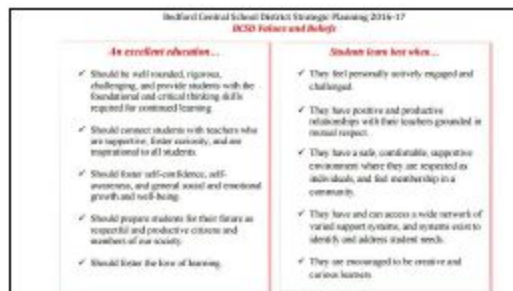
A hunger-free America.

Habitat for Humanity

A world where everyone has a decent place to live.









Our process (cont.)...

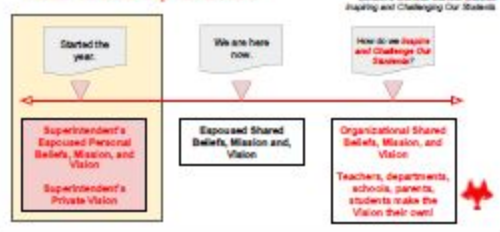
- Silent gallery walk.
- Four dot walk....silently, participants draw four dots on ideas or statements that resonate with them.
- The whole group identifies patterns and themes.
- Don't "wordsmith." Goal is consensus on BIG ideas – "Can everyone live with this?"

My Goals

- 1.
- 2.
- 3.

A Vision is realized through the relentless pursuit of Important BIG GOALS.

Vision - Leadership Continuum



Superintendent's Core Beliefs as an Educator and Leader

1. Children learn when they feel **safe, valued, and happy.**
2. All students can learn - not in the same way and not on the same day.
3. Education is primarily about **service to others**, and modeling what it means to be a contributing **member of the human race.**
4. Good teachers are good detectives; they **uncover students' abilities and needs**, and provide **opportunities for them to progress and grow.**
5. Learning and leadership occur through **relationships.**
6. Professionals must be **continuous learners.**

My Mission as an Educator
To help students, educators, families and communities grow and thrive by acting with faith, humility, integrity and service in all relationships.

My Vision for My Work
All students achieving through partnerships between schools, families, and the broader community.

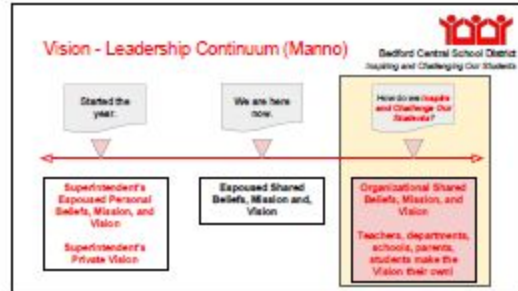
Vision - Leadership Continuum



BCSD - Our Mission

The Bedford Central School District shall **cultivate curiosity and a passion for learning by providing challenging educational opportunities for all students so they may achieve their full potential as productive and contributing members of society.**







Challenges and Opportunities

- Identify critical issues and concerns in the BIG GOAL AREAS
- Directs allocation of attention and resources
- Attending to them should promote achievement of mission
- Helps measure the relative importance of tactical issues, and the mission statement itself
- Brainstorm some short-range (year-long) challenges and/or opportunities that you might address through a goals process.
- Identify some long-range (3-5 year challenges and/or opportunities.

Strategic Planning Outcomes

- 3-5 Year Roadmap
- Values/Beliefs
- Mission
- Vision
- Challenges and Opportunities to guide annual planning

A One-Page Plan

BCSD Success Plan 2017

To realize the vision and mission...

You need a good plan every year.

Annual Action Planning Components

- BIG Goals
- Objectives
- Actions
- Timelines
- Responsibility
- Outcomes and Measures
- Status and Reflection (updated throughout year)





Goal:					
District Goal Supported:					
Objectives:					
Action	Timeline	Responsibility	Outcomes/Measures	Initial Reflection	Opportunities/Adjustments







