

Frontier Central School District: Strategic Plan



Note: This is a final draft submitted to the district. The district will make any final editing or changes, as desired prior to publishing, presenting or sharing.



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Superintendent's Message:

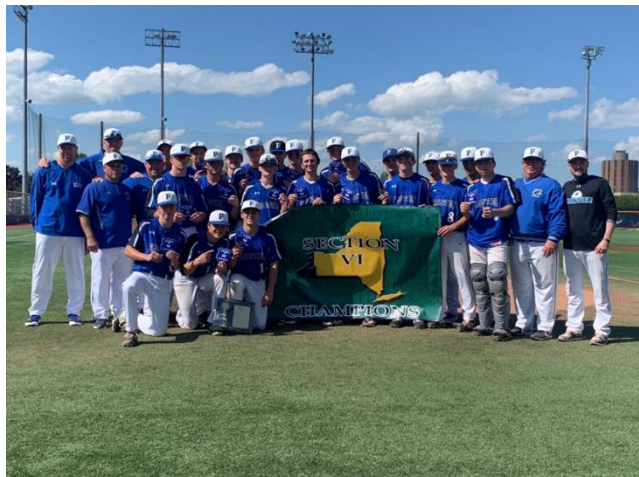


We are pleased to present our new five-year Strategic Plan with its focus on helping all Falcons Take Flight! Our plan establishes a renewed Vision, Mission, Key Values, and strategic long-range goals for the Frontier Central School District.

The development of our plan was guided by a Core Team of stakeholders with representation from the Board of Education, teachers, administrators, support staff, district office, parents, business community, and community members in general. The Core Team had the opportunity to look back at where we've been, envision where we want to be, and examine our strengths as well as areas of need. They identified four fundamental areas where they saw the greatest opportunity for growth as we work to be the best school district in Western New York: 1) Teaching, Learning, Leadership; 2) Social-Emotional Wellness; 3) Communication; and 4) Family Engagement.

Now the hard work begins, as we implement the Action Steps outlined in our Strategic Plan. This is a living, breathing document and one that will shape not only the lives of our Falcons, but also the face of this community in the years to come. We are excited to get started and look forward to your continued input as the process moves us towards 2030.

Yours in Blue,
Dr. Richard Hughes





From Our Facilitators:

Dear Frontier Central Community,

It has been our pleasure to serve the Frontier Central School District community as Facilitators of its new Strategic Plan. Our work began in September of 2019 in developing a Plan to strengthen student success. This Plan was developed with a dedicated Core Team of teachers, administrators, parents, community, and business leaders.

Designed to support and improve student growth, the FCSD Plan ensures that each child is able to build an individual pathway toward personal success. Strategic Intentions (goals with clear areas of measurement) were established. Those goals are found within this document.

Working collaboratively with community, the FCSD aspires to deepen the learning of both students and staff. The District Vision, Mission, and goals are positioned to accomplish greater student outcomes. Action steps, also outlined in this document, are set to provide a path to accomplish overall goals. Best practices in the field of education and ongoing review of student data will lead faculty and staff in providing quality classroom instruction, as well as supporting social-emotional growth. A strong emphasis is placed on listening to and seeking the support of families and community.

Congratulations to the Frontier Central School District on completing this work for future success. Best wishes to the Frontier Falcons in the process!

Corliss Kaiser and Janet Gillmeister
PLC Associates, Inc. Co-Facilitators

*"If you want to go fast, go alone.
If you want to go far, go together."*

African Proverb



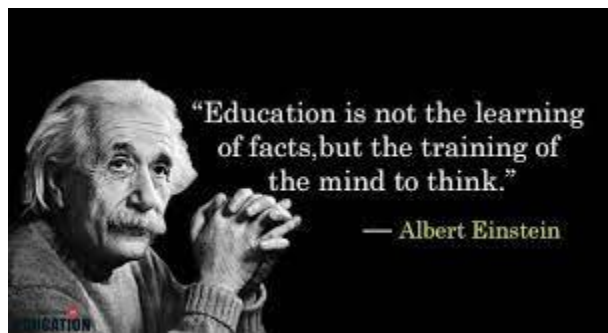
Board of Education Core Team Member Statement

It has been a privilege to serve the Frontier Central School District and represent the Board of Education as a member of the Strategic Planning Core Team. The Strategic Plan provided the venue for the District to revisit our Mission, Vision, and Belief statements.

The plan focuses on four key areas: 1) Teaching, Learning, Leadership; 2) Social-Emotional Wellness; 3) Communication; and 4) Family Engagement. Goals, or Strategic Intents, were determined for each key area, setting the foundation for the Strategies and Action Plans that were developed. My fellow board members and I look forward to working alongside all stakeholders as our District puts its plan into action from now through the 2024-2025 school year.

We remain committed to our District, one that we believe continues to be a great place “Where Falcons Take Flight!”

Laura Errington, Board of Education

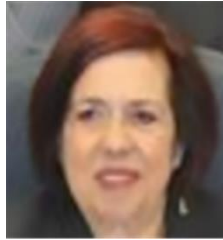




Board of Education Members



Davis Podkulski
President



Dr. Mary Ann Costello
Vice President



John Kilcoyne Jr.
VP Pro Tempore



Patrick T. Boyle



Daniel Diplock



Laura Errington



Martin Lalka

“The future depends on what you do today.”

Mahatma Gandhi



Our Data and Research

Our Data

In order to understand the current state, the Facilitators led the Core Team in examining data:

- **Organizational Assessment:** This was conducted with the Core Team. It aided in describing areas of strengths and weaknesses.
- **Electronic Surveys:** These surveys were distributed to students, teachers, parents, and community. The survey results were compiled anonymously and the results were provided and analyzed during a Data Workshop.
- **Focus Forums:** The Facilitators asked a set of questions that provided insight into the functioning of the district. Forums were held with students, teachers, administrators, and parents.
- **District Data:** Various data was provided by the district, including student achievement.

Once these data were collected and analyzed, the Core Team chose the areas most in need of improvement.

Our Research

The Core Team then compiled research regarding the areas for improvement and decided upon approaches. The Team used the following research to choose the approaches found in the Strategies and Action Plans in this Strategic Plan:

- Social-Emotional Learning: Essential for Life (NYSED.gov)
- NYSPPRA.org (communication)
- ASCD.org (curriculum and supervision)
- EdTrust.org (curriculum and supervision)
- “5 Reasons You May Not Be the Instructional Leader You Think” (Peter Dewitt)
- “Building a Schoolwide Leadership Mindset” Susan E. Fiarman (Lifting School Leaders; May 2017 Volume 74, Number 8, pp 22-27)
- “John Hattie’s 10th Mindframe for Learning” Peter Dewitt (February 29, 2016)
- “How to Create a Data-Driven School Culture” Patricia Ordóñez-Feliciano (NAESP Communicator; October 2017, Volume 41, Issue 2)
- “How to Engage a Classroom of Diverse Learners” (Teach.com)
- “How Can Students Work Together in a Mixed Ability Classroom?” Dr. Natalie Saaris (Actively Learn, January 7, 2019)
- Communication Plans researched:
 - www.hanoverhorns.org
 - Dearbornschools.org
 - www.ssd.k12.pa.us (Southside School District)



Our Vision, Mission, Key Values, & Beliefs

Vision

Where Falcons Take Flight!

Mission

The Frontier Central School District is committed to developing the academics and character of students in an inclusive environment that both challenges and inspires responsible citizenship.

Key Values

Family
Achievement
Leadership
Community
Optimism
Nobility
Sincerity

We Believe...

...students are responsible, dependable young citizens who demonstrate a commitment to their learning both inside and outside of the classroom;
...in providing community service with empathy and generosity;
...all work is dignified and is of value to society;
...in showing compassion and tolerance toward others and self, without sacrificing personal values.

"When a flower doesn't bloom, you fix the environment in which it grows, not the flower."

Alexander den Heijer





Teaching, Learning, Leadership





Strategic Intent #1

By 2025, all district classrooms will implement consistent systems and structures to strengthen instruction that improves practices district-wide.

Strategy #1 & Action Plans

90% of students will have identified an academic Pathway that meets their needs, interests, and facilitates improved graduation rates. (Pathways Website: <http://www.nysed.gov/curriculum-instruction/multiple-pathways>)

- 1.1 Inform students and parents of the benefits and commitment of curriculum Pathways.
- 1.2 Create Pathway programs and corresponding alternative assessments in partnership with secondary curriculum departments.
- 1.3 Train teachers in methods that meet a more rigorous curriculum and student engagement.
- 1.4 Review and evaluate data continually to determine the success of the Pathways programs within the district.

Strategy #2 & Action Plans

District Special Education classification rates will decrease by 5%.

- 2.1 Inform and continually train teachers as needed in the goals of Multi-Tiered System of Supports (MTSS).
- 2.2 Implement MTSS for equitable student services consistently throughout the district.
- 2.3 Review data to evaluate the success of the MTSS framework using established assessment schedules.

Strategy #3 & Action Plans

District Honor/Accelerated placement will increase by 5%.

- 3.1 Inform students and parents of the benefits and commitment of honor/accelerated opportunities.
- 3.2 Create honors/accelerated student-centered programs.
- 3.3 Design and implement specific criteria with multiple measures for students to be challenged with accelerated and honors classes.
- 3.4 Train teachers in methods that meet a more rigorous curriculum and support student engagement and achievement.
- 3.5 Review data to evaluate the success of the honors/accelerated programs within the district.



Social-Emotional Wellness





Strategic Intent #2

By 2025, consistent systems will be implemented to strengthen the Social-Emotional Developmental Health of all Frontier students, parents, faculty, and staff.

Strategy #1 & Action Plans

Orient students, parents, faculty, and staff to create a welcoming, supporting, and safe environment for all members of the Frontier district.

- 1.1** Create student mentoring programs that develop leadership and character values for a collaborative culture.
- 1.2** Celebrate and share examples of student success with the community.
- 1.3** Survey or establish student focus groups that guide the development of healthy relationships in the district.
- 1.4** Build greater capacity to provide emotional and mental health support for all members of our Frontier community.





Communication





Strategic Intent #3

By 2025, the Frontier District will be the primary and most accurate source of communication among Frontier students, parents, faculty, and staff.

Strategy #1 & Action Plans

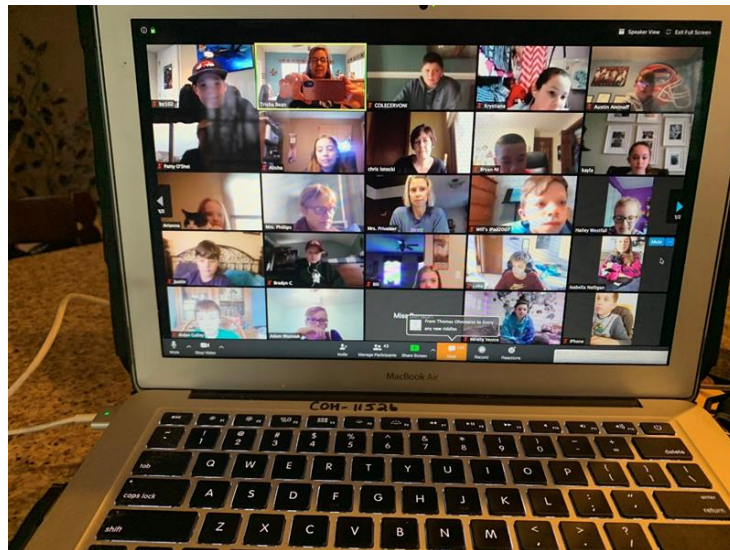
Create a system that fosters accurate, consistent and timely information among Frontier students, parents, faculty, and staff.

- 1.1 Select appropriate tools and platforms for communication among members of the Falcon community.
- 1.2 Develop an informational framework that demonstrates how and when the tools and platforms will be used.

Strategy #2 & Action Plans

The district will increase and promote meaningful two-way communication among members of the Falcon community.

- 2.1 Establish a central directory for commonly asked questions or inquiries at the district and building levels using multiple platforms.





Family Engagement





Strategic Intent #4

By 2025, the Frontier District will implement a variety of strategies and approaches that will support family engagement regarding academics and general well-being of all members of the school community.

Strategy #1 & Action Plans

Create systems and programs to support families in feeling welcome and involved.

- 1.1 Develop a district calendar through a purposeful and coordinated process with representation from members of the Frontier community.
- 1.2 Survey all families, faculty, and staff with regard to their interests in relevant speakers and events.
- 1.3 Research programs in order to offer relevant and quality opportunities for staff and families that promote family engagement.
- 1.4 Develop an informational database including community resources and programs that are available for families that promote academic and community engagement.

*T*ell me and I forget
*T*each me and I remember
*I*nvolve me and I learn.

Benjamin Franklin



Core Team Members

Michael Anderson, Bank On Buffalo

Jason Steinagle, Parent

Jolene Blood, Teacher FCSD

Daniel Charland, Principal Frontier High School, FCSD

Linda Dansa, Director of Pathways, Innovation, and Assessment, FCSD

Sean Doyle, Executive Director Hamburg Development Companies

Colleen Duggan, Assistant Superintendent of Curriculum and Instruction, FCSD

Heidi Dvornski, Teacher FCSD

Laura Errington, Board of Education FCSD

Ben Fantaske, Key Video

Sandra George, Teacher FCSD

Jacqueline Gow, Teacher FCSD

Renee Kumiega, Principal, Cloverbank Elementary School, FCSD

Kristina Lantzky, Hilbert College

Catherine Muth, BNM Alliance

Mary Beth Palmer, Blue Cross Blue Shield

Adelaide Sausner, Teacher FCSD

James Shaw, Town of Hamburg Supervisor

Susan Wilhelm, Teacher FCSD





**Children are apt
to live up to
what you believe
of them.**

*Lady Bird
Johnson*

positivityblog.com