



**VICTOR CENTRAL SCHOOL  
STRATEGIC PLAN**

**2022 – 2027**

Dr. Tim Terranova  
Superintendent of Schools

---

**VICTOR CENTRAL**

---

**S C H O O L   D I S T R I C T**

## The Victor Central School District Strategic Plan consists of 3 primary areas of focus:

- I. **Culture:** Create a welcoming, safe and inclusive community where all members are valued and the wellness of each individual is at the forefront.
  - A. **Mission, Vision Values**
  - B. **Staff** (*Retention; Wellness and Support; Collaboration*)
  - C. **Resources** (*Budget; Facilities; Safety; Technology*)
  - D. **Consistency and Continuity** (*Building Configuration; Maximizing opportunities; Organizational systems; Transitions*)
  - E. **Diversity, Equity, and Inclusion** (*Community/Communication; Culturally Affirming Awareness and Practices; Inclusive Opportunities and Exposure; Supporting Diverse Populations*)
  - F. **Communication** (*Internal; External; Systems of Communication*)
  
- II. **Learning and Instruction:** Develop comprehensive processes and systems that positively impact all students' academic success.
  - A. **Curriculum and Instruction** (*Assessment and Grading; Assessment of Current Curriculum; Data; Development*)
  - B. **Professional Learning** (*Professional Learning Plan; Stakeholder Committee*)
  - C. **Student Achievement** (*Vision*)
  
- III. **Student Supports and Opportunities:** Maximize student support and opportunities so every student can achieve their full potential.
  - A. **Special Education**
  - B. **Student Services** (*ELL; Maximizing Opportunities; Related Services; MTSS, RtI & Academic Interventions; Social Emotional Learning Student Support; Social Emotional Learning Staff Support*)
  - C. **Other Supports and Services** (*Accelerated; Classroom Supports; College and Career Support; Parent Support*)

**I. Culture:** Create a welcoming, safe and inclusive community where all members are valued and the wellness of each individual is at the forefront.

**A. Mission, Vision, Values:** To develop district mission, vision and values.

Key Person: **Superintendent of Schools**

<b>Task</b>	<b>Facilitator</b>	<b>Year to Begin (1 – 5)</b>
1. Create a process for development of district mission, vision and values	Superintendent of Schools	1
2. Develop a process for sharing the district strategic plan and management plan	Superintendent of Schools	1
3. Develop building expectations for creating goals aligned with strategic plan using similar format/structure throughout the district, as appropriate		2
4. Ensure that budget priorities are aligned with mission, vision, values		2
5. Develop public relations plan to share and communicate district mission, vision, values		2

**I. Culture:** Create a welcoming, safe and inclusive community where all members are valued and the wellness of each individual is at the forefront.

**B. Staff: Retention and Support:** To promote an environment where staff feel valued and supported.

Key Person: **Assistant Superintendent for Personnel**

Task	Facilitator(s)	Year to Begin (1 – 5)
6. Create and employ an exit interview process	Assistant Superintendent for Personnel	1
7. Analyze data on staff retention and longevity		2
8. Evaluate current evaluation process to examine effectiveness, role in promotions, support and retention		4
9. Ensure consistency among all staff in supports, evaluation expectations		4
10. Review current mentoring plan for all staff		4
11. Provide access to instructional coaching support past probationary period to provide assistance and support		4

**B. Staff: Wellness:** To promote an environment where staff feel valued and supported.

Key Person: **Assistant Superintendent for Personnel**

Task	Facilitators	Year to Begin (1 – 5)
12. Collect feedback from staff on barriers to staff wellness	Assistant Superintendent for Personnel	1
13. Redefine wellness committee	Assistant Superintendent for Personnel	1
14. Create opportunities for staff to connect with colleagues within buildings and across district		2
15. Develop a staff wellness plan that is updated annually		2
16. Create social-emotional learning opportunities for all staff		3
17. Develop PK – 12 wellness opportunities		3

**I. Culture:** Create a welcoming, safe and inclusive community where all members are valued and the wellness of each individual is at the forefront.

**B. Staff: Collaboration:** To promote an environment where staff feel valued and supported.

Key Person: **Assistant Superintendent for Instruction**

Task	Facilitators	Year to Begin (1 – 5)
18. Re-organize district wide committees to plan use of conference days and opportunities to collaborate		2
19. Increase opportunities for building and department collaboration		2
20. Survey staff for feedback on current state of collaboration opportunities and identify gaps in opportunities (reference task 88)		3
21. Create research based professional development on how to effectively collaborate (reference task 88)		3
22. Identify current state of common planning time and identify ways to increase these common times and purpose of common planning (reference task 150)		3

**I. Culture:** Create a welcoming, safe and inclusive community where all members are valued and the wellness of each individual is at the forefront.

**C. Resources: Budget:** Evaluate the state of current resources to inform future decision-making.

Key Person: **Assistant Superintendent for Business**

Task	Facilitator(s)	Year to Begin (1 – 5)
23. Develop consistent building and department processes for budget development	Assistant Superintendent for Business	1
24. Develop a regular and transparent analysis of the state of the budget process	Assistant Superintendent for Business	1
25. Develop communication regarding the annual and future budget planning		2

**C. Resources: Facilities:** Evaluate the state of current resources to inform future decision-making.

Key Person: **Assistant Superintendent for Business**

Task	Facilitator(s)	Year to Begin (1 – 5)
26. Collaboratively determine the current state of existing facilities including cleanliness	Director of Facilities and Operations	1
27. Establish reporting process in each building for facility concerns	Director of Facilities and Operations	1
28. Identify needs and prioritize for planning in building conditions		2
29. Develop an inclusive process for regular and long-term facility planning		3

**I. Culture:** Create a welcoming, safe and inclusive community where all members are valued and the wellness of each individual is at the forefront.

**C. Resources: Safety:** Evaluate the state of current resources to inform future decision-making.

Key Person: **Director of Facilities & Operations**

Task	Facilitator(s)	Year to Begin (1 – 5)
30. Conduct building safety analysis to identify major safety concerns	VCS Safety Coordinator	1
31. Develop response plan to address safety concerns in all facilities	VCS Safety Coordinator	1
32. Conduct safety gap analysis to identify gaps in safety and security		2
33. Develop communication plan focused on safety resources within district		2

**C. Resources: Technology:** Evaluate the state of current resources to inform future decision-making.

Key Person: **Director of Technology**

Task	Facilitator(s)	Year to Begin (1 – 5)
34. Develop a multi-year instructional technology plan aimed at increasing access, professional development, technology integration, infrastructure and device acquisition		2
35. Develop procedures for all staff to request technology, including software (recognizing Ed. Law 2D)		3
36. Analyze Technology Department staffing needs		3

**I. Culture:** Create a welcoming, safe and inclusive community where all members are valued and the wellness of each individual is at the forefront.

**D. Consistency and Continuity: Building configuration:** To analyze current K – 12 structures and procedures to determine the most effective way to serve our students, families and staff.

Key Person: **Superintendent of Schools**

Task	Facilitator(s)	Year to Begin (1 – 5)
37. Form a district committee of all stakeholders to evaluate the current effectiveness of building structure	Superintendent of Schools	1
38. Conduct best-practice research looking at similar size districts to analyze their building structures	Superintendent of Schools	2
39. Develop building structure plan as it relates to grade level configuration and minimizing transitions for students		2
40. Communicate the building structure plan to all stakeholders		3

**D. Consistency and Continuity: Maximizing opportunities:** Analyze current K – 12 structures and procedures to determine the most effective way to serve our students, families and staff.

Key Person: **Assistant Superintendent for Instruction**

Task	Facilitator(s)	Year to Begin (1 – 5)
41. Create periodic review system of building master schedules to ensure students have access to all opportunities		3
42. Create system to ensure all curriculum is visible and accessible to parents K – 12		4
43. Identify any barriers to full access by every student and find viable solutions		4



**I. Culture:** Create a welcoming, safe and inclusive community where all members are valued and the wellness of each individual is at the forefront.

**D. Consistency and Continuity: Organizational Systems:** To strengthen organizational systems to improve consistency and continuity PK – 12.

Key Person: **Assistant Superintendents of Personnel, Business, Pupil Services and Instruction**

Task	Facilitator(s)	Year to Begin (1 – 5)
44. Develop expectations for building and district committee work that aligns with district priorities and the strategic plan	Assistant Superintendents	1
45. Develop organizational charts (administration, committees, teacher leadership) which outline job responsibilities, accountability and definitions for positions and responsibilities	Assistant Superintendents	1
46. Review all job descriptions and revise as needed	Assistant Superintendents	1
47. Conduct a gap analysis on staff infrastructure (administrator, teacher, committees, opportunities) using comparative data from similar and benchmark districts		2
48. Develop a long-term plan to correct identified gaps in staffing, committees, opportunities		3

**D. Consistency and Continuity: Transitions:** To strengthen organizational systems to improve consistency and continuity PK – 12.

Key Person: **Assistant Superintendent for Instruction & Assistant Superintendent for Pupil Services**

Task	Facilitator(s)	Year to Begin (1 – 5)
49. Identify policies between buildings (for example: recess, holidays, discipline, homework, progress reports) and explore where consistency can be increased and improved		2
50. Conduct a master schedule and letter day review, creating consistent practices PK – 6, 7 – 12.		3
51. Analyze transition experiences for secondary students to identify gaps and subsequent needs		4
52. Create transition assistance plan for students and parents in order to improve experiences from building to building		5

**I. Culture:** Create a welcoming, safe and inclusive community where all members are valued and the wellness of each individual is at the forefront.

**E. Diversity, Equity and Inclusion: Community/Communication:** To foster an inclusive and equitable community that empowers all stakeholders to value diversity.

Key Person: **Superintendent of Schools**

Task	Facilitator(s)	Year to Begin (1 – 5)
53. Develop community exposure awareness plan focused on Diversity, Equity and Inclusion allowing the District to share focus with parents and community		2
54. Develop learning opportunities for the community focused on Diversity, Equity and Inclusion		3

**E. Diversity, Equity and Inclusion: Culturally Affirming Awareness and Practices:** To foster an inclusive and equitable community that empowers all stakeholders to value diversity.

Key Person: **Superintendent of Schools**

Task	Facilitator(s)	Year to Begin (1 – 5)
55. Create a Diversity, Equity and Inclusion multi-year plan.	Superintendent of Schools	1
56. Analyze Board of Education policies (including the Code of Conduct) to ensure alignment with Diversity, Equity and Inclusion initiatives		2
57. Review disciplinary/response data to identify trend patterns in relation to diverse populations, including students with disabilities		2
58. Introduce restorative practices in all buildings		3

**I. Culture:** Create a welcoming, safe and inclusive community where all members are valued and the wellness of each individual is at the forefront.

**E. Diversity, Equity and Inclusion: *Inclusive Opportunities and Exposure*:** To foster an inclusive and equitable community that empowers all stakeholders to value diversity.

Key Person: **Superintendent of Schools**

Task	Facilitator(s)	Year to Begin (1 – 5)
59. Create a hiring plan focused on attracting a diverse staff in alignment with national statistics	Assistant Superintendent for Personnel	1
60. Analyze subgroup enrollment (accelerated/college-level coursework, AIS, Special Education, etc.)		2
61. Analyze extracurricular involvement by subgroup populations and develop a plan to increase participation, if necessary		2

**E. Diversity, Equity and Inclusion: *Supporting Diverse Populations*:** To foster an inclusive and equitable community that empowers all stakeholders to value diversity.

Key Person: **Assistant Superintendent for Instruction and Pupil Services**

Task	Facilitator(s)	Year to Begin (1 – 5)
62. Define subgroups and create student support systems to ensure that diverse populations feel supported, valued and affirmed		2
63. Create opportunities for cultural awareness and appreciation		3

**I. Culture:** Create a welcoming, safe and inclusive community where all members are valued and the wellness of each individual is at the forefront.

**F. Communication:** *External Communication:* To improve internal and external communication practices.

Key Person: **Superintendent of Schools**

Task	Facilitator(s)	Year to Begin (1 – 5)
64. Identify/analyze how parents are communicated with and for what purpose (information vs. resources)		2
65. Create consistent expectations for school to home communication by teachers, the building and the district		3
66. Create expectations with community on means to appropriately communicate with teachers, building, district		3

**F. Communication:** *Internal Communication:* To improve internal and external communication practices.

Key Person: **Superintendent of Schools**

Task	Facilitator(s)	Year to Begin (1 – 5)
67. Create formal chain of command for staff to follow	Superintendent of Schools	1
68. Analyze current means of communication to students regarding opportunities and pertinent information		2
69. Develop communication channels for student use, including a chain of command for students to better understand district resources		3
70. Develop consistent practices of communication among all buildings		3
71. Identify district-wide opportunities for unified messages, efforts and activities		4

**I. Culture:** Create a welcoming, safe and inclusive community where all members are valued and the wellness of each individual is at the forefront.

**F. Communication:** *Systems of Communication:* To improve internal and external communication practices.

Key Person: **Superintendent of Schools**

Task	Facilitator(s)	Year to Begin (1 – 5)
72. Develop ongoing evaluation system to ensure effectiveness of current systems of communication being used within the district and to all stakeholders		4
73. Develop a communication chain of command for parents to serve as a guide for knowing who should be contacted		4
74. Develop a plan to maximize parents and community involvement in our schools		5
75. Create a parent and student resource guide identifying opportunities for involvement at each school		5

**II. Learning and Instruction:** Develop comprehensive processes and systems that positively impact all students’ academic success.

**A. Curriculum and Instruction:** *Assessment and Grading*: To develop an aligned, guaranteed, and viable PK – 12 curriculum to meet the needs of all students.

Key Person: **Assistant Superintendent for Instruction**

Task	Facilitator(s)	Year to Begin (1 – 5)
76. Explore research-based best practices and purposes for assessment and grading		2
77. Define Victor’s grading philosophy		2
78. Implement and communicate consistent policies and practices related to assessment and grading		3
79. Evaluate and refine assessment and grading policies and practices		4

**A. Curriculum and Instruction:** *Assessment of Current Curriculum*: To develop an aligned, guaranteed, and viable PK – 12 curriculum to meet the needs of all students.

Key Person: **Assistant Superintendent for Instruction**

Task	Facilitator(s)	Year to Begin (1 – 5)
80. Define curriculum	Directors of Instruction	1
81. Conduct an internal curriculum audit	Directors of Instruction	1
82. Review state and national mandates	Directors of Instruction	1
83. Refine existing curriculum	Directors of Instruction	1

**II. Learning and Instruction:** Develop comprehensive processes and systems that positively impact all students’ academic success.

**A. Curriculum and Instruction: Data:** To develop an aligned, guaranteed, and viable PK – 12 curriculum to meet the needs of all students.

Key Person: **Assistant Superintendent for Instruction**

Task	Facilitator(s)	Year to Begin (1 – 5)
84. Identify curricular and instructional goals that align with student achievement	Directors of Instruction, Building Leaders	1 and annually
85. Determine instructional data review process		2
86. Evaluate and refine instructional data review process		3

**A. Curriculum and Instruction: Development:** To develop an aligned, guaranteed, and viable PK – 12 curriculum to meet the needs of all students.

Key Person: **Assistant Superintendent for Instruction**

Task	Facilitator(s)	Year to Begin (1 – 5)
87. Determine a consistent process for curriculum writing, including a template	Directors of Instruction, VCS Curriculum Council	1
88. Explore and determine a common curriculum repository		2
89. Develop a process to ensure vertical alignment		2
90. Develop a process to pilot, implement and review curriculum		3

**II. Learning and Instruction:** Develop comprehensive processes and systems that positively impact all students’ academic success.

**B. Professional Learning:** *Professional Learning Plan*: To create, communicate, and maintain a plan for professional learning that will prepare staff to optimize student growth and achievement, while supporting individual, building and district goals.

Key Person: **Assistant Superintendent for Instruction**

Task	Facilitator(s)	Year to Begin (1 – 5)
91. Implement annual professional learning plan	Assistant Superintendent for Instruction, Director of Humanities & Professional Learning	1 and annually
92. Develop processes for communicating plan		2
93. Develop processes for evaluation and refinement		2
94. Evaluate and refine professional learning plan implementation		3



**II. Learning and Instruction:** Develop comprehensive processes and systems that positively impact all students’ academic success.

**B. Professional Learning:** *Stakeholder Committee:* To create, communicate, and maintain a plan for professional learning that will prepare staff to optimize student growth and achievement, while supporting individual, building and district goals.

Key Person: **Assistant Superintendent for Instruction**

Task	Facilitator(s)	Year to Begin (1 – 5)
95. Gather data on current state of professional learning opportunities	Director of Humanities and Professional Learning	1
96. Analyze delivery systems and best practices for professional development and make recommendations for adopting/adapting (reference tasks 18 and 19)		3
97. Evaluate professional development connection to student growth, including student subgroup achievement		4
98. Establish accountability systems		4
99. Evaluate and refine professional development processes and procedures		5

**II. Learning and Instruction:** Develop comprehensive processes and systems that positively impact all students’ academic success.

**C. Student Achievement:** *Vision:* To foster a learning environment that supports high levels of student achievement for all.

Key Person: **Assistant Superintendent for Instruction and Assistant Superintendent for Pupil Services**

<b>Task</b>	<b>Facilitator(s)</b>	<b>Year to Begin (1 – 5)</b>
100. Develop a plan to increase student achievement (with a specific focus on student sub-groups)	Directors and Building Administration	1
101. Research and identify instructional best practices for all students		2
102. Identify potential opportunity barriers to high level achievement and determine a plan to mitigate these barriers		3
103. Identify and develop systems to communicate instructional best practices		4
104. Evaluate and refine systems to review student achievement		5

**III. Student Supports and Opportunities:** Maximize student support and opportunities so every student can achieve their full potential.

**A. Special Education:** To create a vision and identify processes and supports to promote student growth and achievement

Key Person: **Assistant Superintendent for Pupil Services**

Task	Facilitator(s)	Year to Begin (1 – 5)
105. Develop a district vision and mission pertaining to special education	Assistant Superintendent for Pupil Services	1
106. Access the “Berry” report to identify areas in need of improvement	Assistant Superintendent for Pupil Services	1
107. Evaluate current Committee on Special Education processes and identify inefficiencies and inconsistencies	Directors of K-6/7-12 Special Education	1
108. Evaluate current gaps in the continuum of special education services and programs	Directors of K-6/7-12 Special Education	1
109. Use data analysis to ensure students receive appropriate programming	Directors of K-6/7-12 Special Education	1
110. Evaluate existing resources for teachers and students with disabilities	Directors of K-6/7-12 Special Education	1
111. Ensure teachers and aides working in high-needs special education classrooms have the appropriate supports, training and staffing	Directors of K-6/7-12 Special Education, Building Administration	1

**III. Student Supports and Opportunities:** Maximize student support and opportunities so every student can achieve their full potential.

**B. Student Services:** *Multi-Tiered Systems of Support (MTSS), Response to Intervention(RtI) and Academic Interventions:* To create, align, and communicate district procedures, philosophies surrounding highly effective student supports

Key Person: **Assistant Superintendent for Instruction, Assistant Superintendent for Pupil Services**

Task	Facilitator(s)	Year to Begin (1 – 5)
112. Evaluate current academic interventions available across the district	Directors	1
113. Refine RtI practices, aligned to district plan		2
114. Evaluate and extend the RtI/MTSS professional development opportunities offered		2
115. Develop a district wide MTSS Plan, including a process for annual plan review.		3
116. Communicate and educate all district staff		3

**III. Student Supports and Opportunities:** Maximize student support and opportunities so every student can achieve their full potential.

**B. Student Services: English Language Learners (ELL):** To create, align, and communicate district procedures, philosophies surrounding highly effective student supports

Key Person: **Assistant Superintendent for Instruction**

Task	Facilitator(s)	Year to Begin (1 – 5)
117. Evaluate and share the current supports in core subject areas for English Language Learners (ELL)	Director of Humanities and Professional Learning	1
118. Evaluate the current available supports for social-emotional well-being of ELL students	Director of Humanities and Professional Learning	1
119. Gather data and compare to benchmark districts to identify gaps in support services for ELL students		2
120. Identify professional development needs for all staff		2

**B. Student Services: Maximizing Opportunities:** Analyze current K – 12 structures and procedures to determine the most effective way to serve our students, families and staff.

Key Person: **Assistant Superintendent for Instruction**

Task	Facilitator(s)	Year to Begin (1 – 5)
121. Create periodic review system of building master schedules to ensure students have access to all opportunities		3
122. Create system to ensure all curriculum is visible and accessible to parents K – 12		4
123. Identify any barriers to full-access by every student and find viable solutions		4

**III. Student Supports and Opportunities:** Maximize student support and opportunities so every student can achieve their full potential.

**B. Student Services:** *Related Services (Occupational Therapy, Physical Therapy, Speech, Counseling, Psychologists, Social Workers, Adapted Physical Education, Music Therapy, Assistive Technology):* To create, align, and communicate district procedures, philosophies surrounding highly effective student supports

Key Person: **Assistant Superintendent for Pupil Services**

Task	Facilitator(s)	Year to Begin (1 – 5)
124. Audit caseloads of providers in comparison to best practices and state requirements	Directors of Special Education	1
125. Research and evaluate the services available in each building	Directors of Special Education	1
126. Compare current resources to needs and make necessary corrections		3

**B. Student Services:** *Social-Emotional Learning- Student Support :* To create, align, and communicate district procedures and philosophies surrounding highly effective student supports

Key Person: **Assistant Superintendent for Pupil Services**

Task	Facilitator(s)	Year to Begin (1 – 5)
127. Create systems to regularly assess stressors on students	Building Administration	1
128. Adjust practices, procedures and expectations to reduce and manage stress for students		2
129. Provide students with tools to manage stressors		2
130. Provide professional development for staff to understand how to support students with social-emotional needs		2
131. Detail the progression of tiered interventions for SEL support within the district MTSS plan.		3
132. Provide targeted instruction for students to learn SEL competencies		3

**III. Student Supports and Opportunities:** Maximize student support and opportunities so every student can achieve their full potential.

**B. Student Services:** *Social-Emotional Learning Staff Support:* To create, align, and communicate district procedures and philosophies surrounding highly effective student supports

Key Person: **Assistant Superintendent for Personnel**

Task	Facilitator(s)	Year to Begin (1 – 5)
133. Assess current staffing need to ensure all student social emotional needs are met		2
134. Create clarity around job responsibilities and roles of staff related to social-emotional learning		2
135. Create a continuum of SEL services across all grade levels, included in the District MTSS Plan.		3

**III. Student Supports and Opportunities:** Maximize student support and opportunities so every student can achieve their full potential.

**C. Other Supports and Services:** *Accelerated programs:* To maximize additional internal and external supports

Key Person: **Assistant Superintendent for Instruction**

Task	Facilitator(s)	Year to Begin (1 – 5)
136. Analyze supports available in each building for students needing accelerated/challenging programs and opportunities		3

**C. Other Supports and Services:** *Classroom Support:* To maximize additional internal and external supports offered to all students in the classroom.

Key Person: **Assistant Superintendent for Personnel**

Task	Facilitator(s)	Year to Begin (1 – 5)
137. Conduct an audit of current classroom supports offered to all students	Building Administration	2
138. Review students supports offered by benchmark districts and consider opportunities for implementation	Assistant Superintendent for Personnel	3

**C. Other supports and services:** *College and Career Supports:* To maximize additional internal and external supports

Key Person: **Assistant Superintendent of Instruction and Assistant Superintendent for Pupil Services**

Task	Facilitator(s)	Year to Begin (1 – 5)
139. Investigate current offerings and resources		3
140. Investigate and compare to benchmark district offerings and resources		3
141. Evaluate current communication methods of offerings and resources to parents and students		4



**III. Student Supports and Opportunities:** Maximize student support and opportunities so every student can achieve their full potential.

**C. Other supports and services:** *Parent Support:* To maximize additional internal and external supports

Key Person: **Assistant Superintendent for Pupil Services**

Task	Facilitator(s)	Year to Begin (1 – 5)
142. Examine current supports offered by district to parents		2
143. Investigate ways to assist parents to navigate the Committee on Special Education process		3
144. Develop a district-wide communication policy and procedures		4
145. Investigate ways to assist parents with unique needs		5

**C. Other supports and services:** *Student monitoring:* Analyze current K – 12 structures and procedures to determine the most effective way to serve our students, families and staff.

Key Person: **Assistant Superintendent for Instruction and Assistant Superintendent for Pupil Services**

Task	Facilitator(s)	Year to Begin (1 – 5)
146. Utilize a database which follows each student and outlines their services and supports		4
147. Address chronic absenteeism in context of age and environment through clearly defined protocols		4