

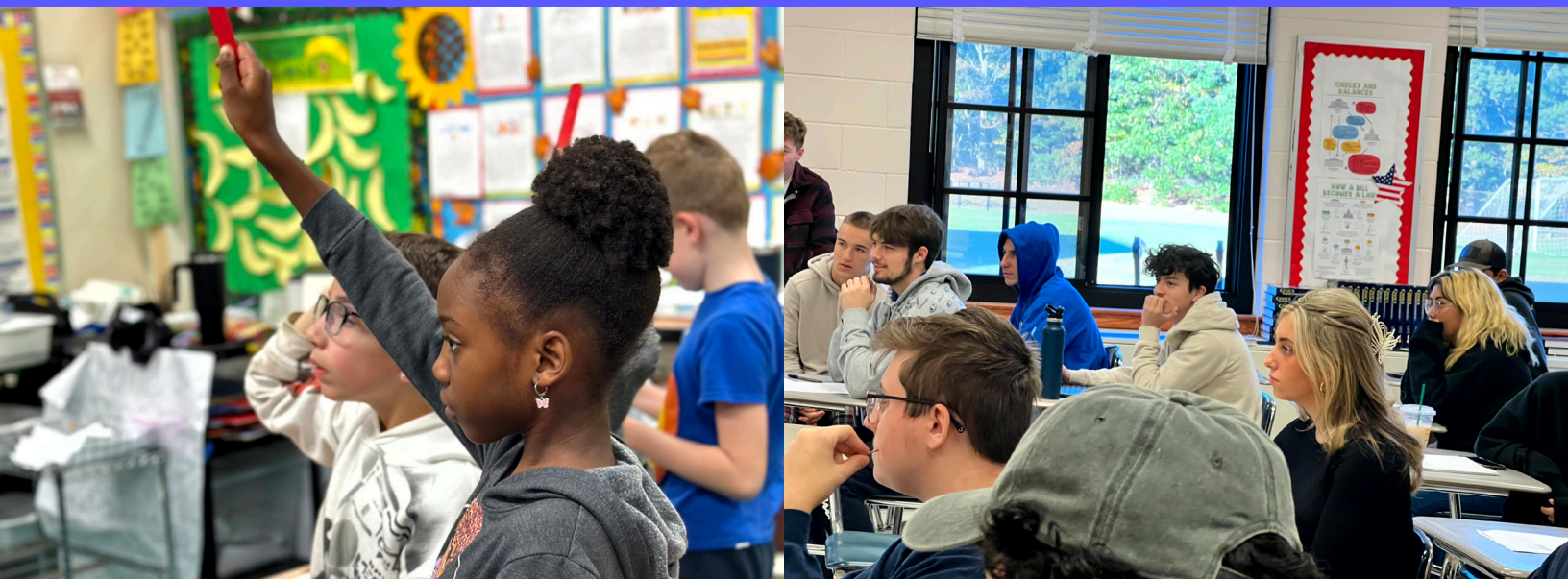


MILLER PLACE UNION FREE SCHOOL DISTRICT

STRATEGIC PLAN 2023-2028



COLLABORATIVE EFFORTS RESILIENCY
PERSEVERANCE ACADEMIC EXCELLENCE
UNITED PANTHER PRIDE
COMMUNITY EDUCATIONAL ECOSYSTEM



A STRATEGIC PLAN FOR EXCELLENCE

The first step in developing a five-year Strategic Plan for the District was the establishment of new vision, mission and core value statements that would set the framework for future initiatives undertaken by the District. We believe our reimagined vision, mission and core values set the tone for the creation of an educational journey for our students that prepares them for academic success and results in young adults who are compassionate, resilient, and confident. Together, they create an atmosphere of Panther Pride where every student is supported in their pursuit of excellence and journey towards their highest ambitions.

VISION STATEMENT

Empowering excellence today, developing tomorrow’s achievers, forever Miller Place proud.

MISSION STATEMENT

Our mission is to provide a dynamic educational environment that prioritizes academic achievement but also encompasses holistic growth. We envision Miller Place School District as a place where students embark on a journey toward their highest ambitions. We aim to establish strong connections among our families, educators, staff, administration and community members who serve as the foundation of support for an outstanding educational environment. Our primary goal is to guide every student towards their unique aspirations while fostering a deep sense of Panther Pride. Through dedication, collaborative efforts, and a commitment to excellence we aim to empower our students to reach their goals, become lifelong learners, possess an unwavering belief in their unique capabilities and emerge as positive contributors to society.

VALUES

Perseverance: We embrace the power of determination and resilience, teaching our students that setbacks are temporary and challenges are opportunities for growth. Through perseverance, our students develop the strength to overcome obstacles and reach new heights.

Problem Solving: We foster a culture of critical thinking and innovative problem-solving. By encouraging students to approach challenges with curiosity and creativity, we equip them with the skills to identify solutions and make informed decisions.

Collaboration: We believe in the strength of working together. Our students learn the art of collaboration, communication and teamwork. By embracing diverse perspectives and combining their strengths, students develop the ability to achieve greater goals collectively than they could individually.

Pride: We take pride in our achievements, our community and our shared values. Our students are taught to value their accomplishments and feel proud, to recognize the worth of their efforts, and to take ownership of their learning journey which will build a strong foundation for lifelong success.

Responsibility: Our students are taught to embrace responsibility, as they acquire the ability to assume control over their education, conduct and decisions. They also learn to acknowledge and appreciate diverse cultures and perspectives. By comprehending the influence they have on their community and the world, students grow into conscientious global citizens.

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Letter to the Miller Place School District Community

Dear Miller Place School District Community,

It is with great excitement and Panther Pride that we present to you the Miller Place Union Free School District Strategic Plan, a roadmap designed to shape the future of our District and elevate us to new heights.

Our strategic planning process commenced in February 2023. To ensure an effective planning effort, we brought in Dr. Jim Lauckhardt, an educational strategy expert, who provided the technical assistance needed to solicit community input and continuous feedback that supported the work of our core Strategic Planning Committee. We express our gratitude to the committee members, including parents, teachers, Building Administration, District Administration and Board of Education Trustees, for their time and dedication. Additionally, we extend our thanks to the numerous Miller Place School District community members who engaged with us through surveys, offering input and information crucial to developing this Strategic Plan.

The committee's work in developing this Strategic Plan was comprehensive and intensive. Hours of discussions, reviews of current District programming and initiatives, analysis of survey results and qualitative insights from focus groups were integral to the planning process. It is essential to note that comments from focus groups and perspectives voiced by committee members encompassed a wide range, acknowledging both positive aspects and areas for improvement in current District initiatives. Most importantly, these diverse viewpoints played a critical role in helping the committee define the major challenges and opportunities identified in the final Strategic Plan. Discussions or topics not included in the plan will continue to be explored by the District. We believe this plan demonstrates our commitment to proactively developing and implementing initiatives that enhance the educational experience and social-emotional well-being of our students, fostering a more inclusive, equitable and nurturing learning environment for today's students and future generations of students to come.

The plan outlines our District's vision, mission and core values, accompanied by action plans and activities aimed at achieving measurable goals for District-wide success.

The challenges we face today in effectively helping our children develop the skills, knowledge and mindset they need to succeed are formidable. We believe that the successful implementation of this Strategic Plan will position us to meet these challenges. Furthermore, we are confident that our efforts today in developing and putting into practice the pillars of this Strategic Plan will foster and support our students' preparedness for global citizenship.

On behalf of the Board of Education, District Administration, Building Administration, teachers, staff and students, we deeply appreciate and are honored by your continued support and engagement to make Miller Place the best possible District. It is through this mutual collaboration and respect that we are confident in our success.

Sincerely,

Lisa Reitan
Board of Education President

Seth A. Lipshie
Superintendent of Schools



The function of education is to teach one to think intensively and to think critically. Intelligence plus character—that is the goal of true education.

—Martin Luther King Jr.

The Strategic Planning Process

At the start of 2023, a Strategic Planning Committee (SPC) was formed with representation from all segments of the Miller Place School District community. In addition to Board members and the District Superintendent, there was representation from District Administration, Building Administration, teachers and parents. Additionally, as noted in the previous section, the District hired Dr. Jim Lauckhardt, a noted expert consultant in the area of public school strategic planning, to assist the District in this process.

The Strategic Planning Committee members included:

Board of Education Trustees

Jim Lauckhardt, JLEDS Consulting

Seth Lipshie, Superintendent of Schools

Susan Craddock, Assistant Superintendent

Sandra Wojnowski, Executive Director for Educational Services

Colleen Card, School Business Official

Christopher Herrschaft, Director of Human Resources

Christine Mangiamiele, Curriculum Specialist for Humanities

Aaron Zeltmann, Miller Place High School Teacher

Jennifer Lakas, Andrew Muller Primary School Teacher

Melissa Dooley, Parent Representative

Christine Delaney, Parent Representative

The impetus for this initiative was to work strategically toward establishing consensus five-year goals and priorities held by the District's numerous constituencies – parents, staff, students and community members.

The timeframe for the strategic planning process was established with the goal of having the strategic plan in place for implementation for the 2023-2028 five-year period.

February 2023 – Establishing the working protocols for the committee

The committee's initial charge was the establishment of group norms and a working culture of candor, compassion and respect that would guide the committee's work. The SPC also conducted a Strengths, Weaknesses, Opportunities, Threats (SWOT) analysis to develop a baseline perspective of the SPC members' views on the current state of the District.

The SPC also reviewed the processes by which other districts developed their strategic plans to assess the appropriateness and value of adopting or incorporating any of those activities into its work and protocols.





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We enjoyed the process of reaching out, listening, and discussing the concerns that each stakeholder had about the District. Growth is the result of good reflection.

—Bryan Makarius,
Board of Education
Vice President

knowledge, skills and abilities a Miller Place graduate should have) and articulated a clear vision for the future of the District.

At these meetings, committee members also worked on the creation of three separate surveys that were offered to the community during the month of March. These initial surveys included:

- Parents/Guardians survey
- Students grades 8-12 survey
- Faculty and staff survey

There were over 1,400 surveys completed by the various groups. The responses to these surveys provided both quantitative and qualitative data that the SPC used in developing priority topics to be addressed in focus groups that took place in May 2023.

March/April 2023 – Initial meetings

The SPC held three meetings over the course of these two months. The first meeting took place on March 1.

At these meetings, committee members discussed process priorities, identified what committee members’ felt the District excelled in, formulated a portrait of a Miller Place graduate (the

May/June 2023

Eight focus groups were conducted in the month of May:

- Two community member groups (a total of 60 community members participated)
- One secondary teacher group
- One elementary teacher group
- One non-instructional staff group
- One administrator group
- Two student groups: one with 11th grade students and one with 12th grade students

Each group was given four to six topics/areas to consider and discuss, enabling a “deep dive” into these areas by the group.

In June, SPC members reviewed the information developed from these focus groups and data from the three surveys. This information served as the starting point in developing priority pillars and the primary goals, objectives and accountability measures to be associated with each pillar. The five pillars identified by the SPC were:

Pillars of Transformation

Pillar 1: Academic Programming Improvements

Pillar 2: Student Academic Performance Improvements

Pillar 3: Culture Improvements

Pillar 4: Facilities, Information Technology and Branding Improvements

Pillar 5: A Focus on Whole Child Development

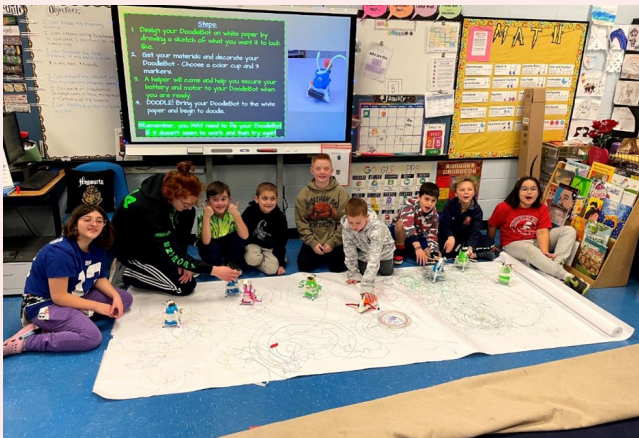
July/August 2023

Over the two summer months, the SPC formed subcommittees based on the five pillars. Each subcommittee was tasked with identifying activities, goals and performance measures for its pillar.

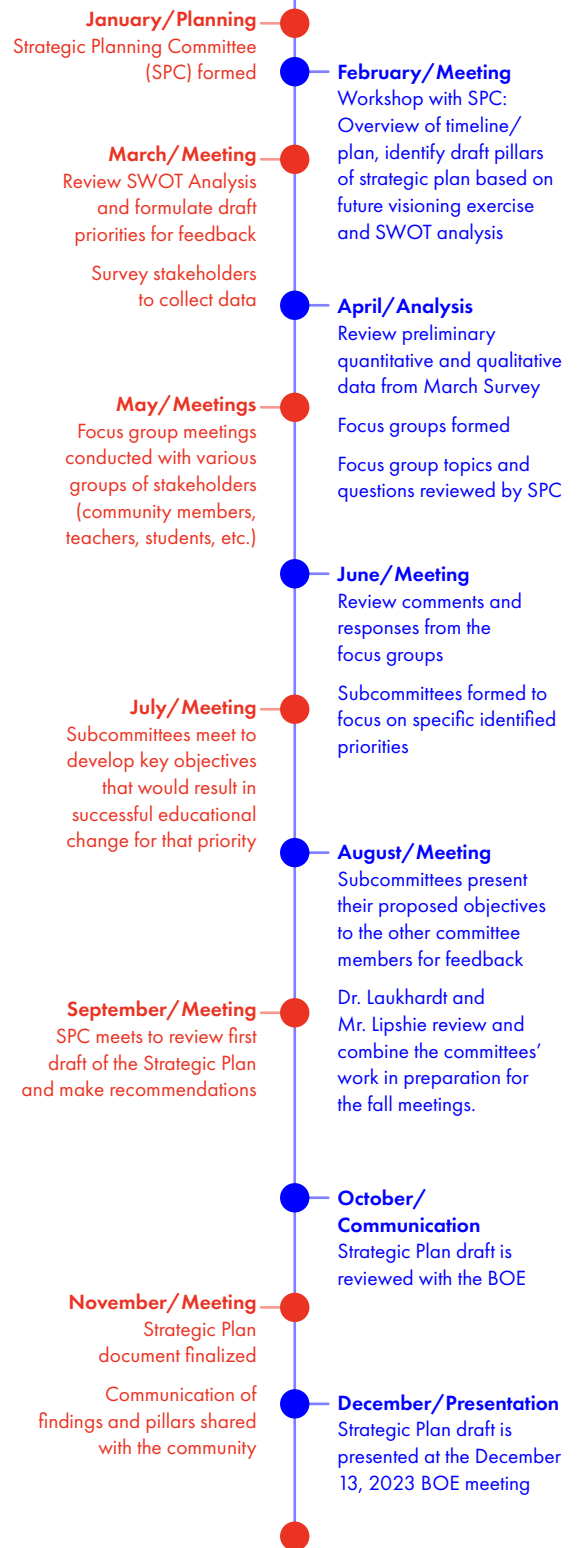
Each subcommittee presented its work to the other SPC members for additional feedback and revisions where deemed appropriate.

September/October 2023

During these months, District Administration, with assistance and guidance from the District's strategic planning consultant Dr. Lauckhardt, worked on preparing the final strategic planning document. The document itself specifies details for each pillar, including pillar goals and activities; financial, staffing and other necessary resources needed to achieve the stated goals; and measurement criteria to provide on-going review and assessment of results. The graphic to the right illustrates the timeline of the District's strategic planning process.



Strategic Planning Committee (SPC) 2023 Work to Date



Strategic Plan Pillars and Goals

A final step in the strategic planning process was the SPC's establishment of overall priorities for the strategic plan. From initial priority areas identified based on survey responses and focus group discussions and input, the SPC developed the five pillars that form the foundation of the District's Strategic Plan 2023-2028. Strategic initiatives have been developed to advance each pillar and timelines for achieving outcomes have been established.

It is important to note that these five pillars are not meant to represent the only initiatives the District will be undertaking and focusing on over the next five years. Other activities of the District, such as food service, safety and security and District communication will continue as usual. For additional information related to the strategic planning process, visit the District's website at www.millerplace.k12.ny.us.

The Strategic Plan 2023-2028 as outlined and described in this document, including a review of activities and goals for each of the five pillars, was presented to the Board of Education and reviewed with the District's community at the December 13, 2023 Board of Education meeting.



Pillar 1: Academic Programming Improvements

The District is dedicated to providing rigorous, innovative, engaging and future-ready academic programs. Our classrooms, from kindergarten through 12th grade, will be dynamic hubs of exploration, nurturing critical thinking, creativity and a lifelong love of learning.

Pillar 1 Goals by June 2028:

- 85% of stakeholders surveyed about the Math and Literacy programs at the elementary level will indicate satisfaction with the effectiveness of these programs. Stakeholders will also indicate an understanding of the District's rationale for selecting the programs being used.
- 85% of students and parents/guardians surveyed will indicate satisfaction with the scope, breadth and diversity of Miller Place High School course offerings.
- 85% of the community surveyed will indicate satisfaction with the rigor of instruction for students in kindergarten through the 12th grade.

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My participation in this committee was a way for me to ensure my family's values were represented within my school district. An unanticipated benefit, that I found great value in, was the opportunity to learn how some parts of the school district operate.

— Melissa Dooley, parent

“

This process validated my role as a contributing member of this educational community. I was able to assist in amplifying voices in the community regarding matters influencing our schools.

— Jennifer Lakas, AMPS Teacher



Pillar 2: Student Academic Performance Improvements

The District is unwavering in its commitment to raising the bar on academic excellence. Through data-driven strategies, guidance of personalized student interest and strengths, and support of educators, we will equip our students to excel academically while becoming confident and adaptable learners.

Pillar 2 Goals by June 2028:

- 85% of parents and students will indicate that academic performance expectations are clear and communicated regularly at all grade levels.
- There will be a 5% increase in the percentage of students in grades 2-8 meeting annual growth standards in Math and Reading as determined by the Northwest Evaluation Association (NWEA) standardized assessment results.
- The number of students earning an Advanced Regents Diploma upon graduation will be 70% or higher for each graduating class.
- Student enrollment in college credit bearing courses will be 70% or higher for the junior and senior classes.

“

The plan we created is a blueprint for progress. Our collaborative efforts have paved the way for a rewarding educational future where every student's needs and potential are realized.

— Christine Mangiamele, Curriculum Specialist for Humanities



Pillar 3: Culture Improvements

Inclusivity, respect and collaboration are integral to the activities and culture of the District. Through our actions, words and initiatives, we will look to foster a culture of continuous improvement, where all members of the Miller Place School District community feel valued, empowered, proud and inspired to reach their full potential.

Pillar 3 Goals by June 2028:

- 85% of teachers and teacher assistants will feel they can access relevant and high-quality professional development opportunities.
- 85% of teachers and non-instructional staff will agree that their perspectives are taken into account when making the best possible educational decisions for students.
- 85% of teachers will report the District has created increased opportunities for teacher collaboration.
- 85% of community members responding to District surveys will indicate the District has created more opportunities to attend District events that result in an increased sense of pride for students, families, community members, and staff.
- 85% of community members responding to District surveys will report feeling proud to be a member of the Miller Place School District community.

“

This process allowed us to create a coalition of stakeholders so that we can improve aspects of our district to improve the experiences of our students.

—Aaron Zeltmann, MPHS Teacher



Pillar 4: Facilities, Information Technology and Branding Improvements

The District is committed to the creation of a supportive environment that enhances student learning. Our strategic investments in operations, facilities and technology infrastructure will lay the foundation for a best-in-class educational experience. In support of and to reinforce our shared educational community, we will look to build collaborative concepts of a unified brand, including the symbols, images and messaging that define our District.

Pillar 4 Goals by June 2028:

- 85% of planned 2021 Bond facilities improvements will be completed or scheduled to be completed.
- 85% of planned technology needs throughout the District will be met based on stakeholder input and feedback.
- 85% of survey respondents will indicate that the District's website is meeting their needs.
- 85% of the community will be satisfied that the District is managing its finances in a responsible manner.



Pillar 5: A Focus on Whole Child Development

Beyond academics, the District recognizes the importance of nurturing well-rounded individuals. Our approach emphasizes the comprehensive development of each student, including social, emotional and physical growth.

Pillar 5 Goals by June 2028:

- 85% of students and families will be satisfied that instructional practices are engaging, developing students' ability to manage their own learning.
- 85% of students and families will be satisfied that assessments that include feedback and opportunities to revise work are provided, which help students learn how to learn and encourage an intrinsic desire to understand the material and challenge themselves beyond just making the grade.
- 85% of students and families will be satisfied that as part of the students' education, they will be taught how to manage stress while also boosting social skills like collaboration, empathy and academic competence.
- 85% of students and families will be satisfied that instructional time will include empowering individual students to optimize their learning through differentiated instruction in all classrooms.



Representative Activities to Achieve Pillar Goals

In order to ensure that the primary goals of each pillar are met, the District has designed specific activities, programs and analysis that correspond with each pillar. Below you will find lists of representative activities for each pillar. This does not represent all of the activities; more will be added throughout the five-year term of this Strategic Plan.

Pillar 1: Academic Programming Improvements

- Establishing on-going auditing and assessment protocols for all Special Education and English as a New Language (ENL) programming, and revise as needed.
- Establishing and implementing periodic reviews of all curricular programming (i.e., Math, Literacy, Science, and Humanities) at the elementary level to ensure high-quality experiences for students and teachers.
- Conducting periodic audits of middle school and high school level course offerings to continuously identify and develop courses that best serve students' academic success, interests and needs.
- Investigating the extent to which BOCES programming is meeting the needs of District students; identify and develop programming to fill gaps where determined necessary.
- Assessing and improving, where appropriate, the level of rigor and challenge embedded within the District's kindergarten through 12th grade curriculum and instruction.
- Establishing procedures and assessment tools to ensure the use of technology is grade-level appropriate.
- Creating and supporting vertical curricular alignment to establish a learning continuum from kindergarten through the 12th grade.

Pillar 2: Student Academic Performance Improvements

- Sharing performance data with the community on a regular basis.
- Identifying performance areas of success and developing action steps for areas in need of improvement.
- Implementing research-based instructional practices/initiatives that include professional development for administration and teaching staff to support student academic performance.
- Auditing curriculum for standards alignment across all grades and departments.
- Reviewing curricular content and supports and identifying adjustments to become best-in-class.

- Communicating academic standards and expectations to all community member groups.
- Defining a portrait of a learner/graduate to establish aspirations for all students by the time they leave the District.
- Providing opportunities for more students to graduate with more college credits and take courses that optimize their academic potential.
- Ensuring the use of technology is effective and leads to higher-level learning.
- Identifying and supporting the connections between out-of-classroom experiences and student learning.

Pillar 3: Culture Improvements

- Conducting annual reviews and updating, when necessary, the District's Code of Conduct. Ensure annual adoption by the Board of Education and the establishment of appropriate protocols to ensure consistent and equitable enforcement.
- Establishing on-going high-quality professional development grounded in best-practices for teachers and staff. Provide opportunities based on specific, targeted academic areas and needs.
- Establishing auditing protocols and on-going assessment measures aimed at improving mental health supports for both students and staff.
- Improving collaborative efforts and opportunities between and within all member groups of the community.
- Creating opportunities to increase a sense of Panther Pride among all community members.



I hope this presents our MP community with a forward path. Edward Everett Hale said it best:

Together... coming together is a beginning; keeping together is progress; working together is success.

— Christine Delaney



Pillar 4: Facilities, Information Technology and Branding Improvements

- Establishing an on-going audit and review process of 2021 bond-related capital projects (as they are completed) and improving areas of buildings and grounds where and when necessary.
- Establishing auditing/monitoring process to evaluate and improve, where and when necessary, student and staff access to building-level amenities.
- Conducting periodic audits of technology equipment and software, and update where and when determined necessary.
- Continuously reviewing and improving the District's website functionality and ease of use to create and sustain a high-quality website experience for students, staff, parents/guardians and the greater District community.
- Celebrating Panther Pride by establishing consistent brand images, symbols and messaging used in the standardization of District documents, presentations, logos, signage and other communication tools.
- Elevating the District's brand through strategic communication efforts both internally and externally.



Pillar 5: A Focus on Whole Child Development

- Providing an enriched curriculum and education experiences to all students that include a focus on developing skills beyond traditional academics.
- Improving learning opportunities that make time for exploration and helps students make important connections among their studies, their curiosities, their passions and the skills they need to become critical thinkers and productive members of society.
- Ensuring students are exposed to a variety of courses, activities, and programs in subjects such as English, Reading/Language Arts, Writing, Science, Technology, Engineering, Mathematics, Foreign Languages, Civics and Government, Economics, Arts, History, Geography, Computer Science, Music, Career and Technical Education, Health and Physical Education.
- Creating and improving opportunities to combine academics, social-emotional learning, athletics, music, clubs, and building interpersonal relationships that support students in being productive members of the Miller Place educational community.

Strategic Plan Community Survey

The following chart outlines the percentage of survey respondents providing a perspective who agreed with each survey statement (excluding neutral respondents).

	Community (486)	Student (1,566)	Staff (462)
MPUFSD teachers are available to students to provide extra help when needed	80%	85%	86%
MPUFSD offers students and staff a safe and secure environment in which to learn and work	93%	73%	94%
MPUFSD provides a safe environment for students to learn	93%	72%	94%
MPUFSD makes the best use of student learning time at the elementary school level	79%		91%
MPUFSD class size is appropriate	83%	79%	52%
MPUFSD provides students with appropriate instructional technology	85%	67%	77%
MPUFSD keeps parents informed about their children's achievements	78%	68%	97%
MPUFSD has high expectations for all students	78%	68%	76%
I am proud to be a member of the MPUFSD community	84%	58%	91%
MPUFSD develops fiscally responsible budgets	71%		70%
MPUFSD provides assistance for students who are struggling to achieve	72%	63%	90%
MPUFSD community members (e.g., teachers, parents, students, etc.) are fully engaged in students' educational experiences, from academics to extracurricular activities	72%	63%	83%
MPUFSD communicates effectively with parents about school issues	75%	57%	86%
MPUFSD makes the best use of student learning time at the middle school level	81%	54%	80%
Overall, I am satisfied with the MPUFSD	70%	49%	82%
MPUFSD programs support the learning needs of the whole child	61%	52%	80%
MPUFSD communicates effectively with the community about current school issues and needs	69%	45%	78%
MPUFSD makes the best use of student learning time at the high school level	73%	50%	60%
MPUFSD offers students and staff high-quality facilities in which to learn, work, and play	63%	44%	64%
MPUFSD provides equitable financial support for quality school programs	63%	45%	60%
MPUFSD offers a broad curriculum beyond the basic academic skills	53%	51%	52%
MPUFSD is minimizing any negative impact on programs due to declining enrollment	64%	41%	53%
MPUFSD learning supports are designed for every child	55%	37%	69%
MPUFSD manages expenses in a responsible manner	59%	34%	62%



MILLER PLACE UNION FREE SCHOOL DISTRICT

STRATEGIC PLAN 2023-2028

BOARD OF EDUCATION

Lisa Reitan, President
Bryan Makarius, Vice President
John Galligan, Trustee
Andrea Spaniolas, Trustee
Johanna Testa, Trustee

DISTRICT ADMINISTRATION

Seth Lipshie, Superintendent of Schools
Susan Craddock, Assistant Superintendent
Sandra Wojnowski, Executive Director for
Educational Services
Colleen Card, School Business Official
Christopher Herrschaft, Director of Human Resources

STRATEGIC PLANNING COMMITTEE MEMBERS

Board of Education Trustees
Jim Lauckhardt, JLEDS Consulting
Seth Lipshie, Superintendent of Schools
Susan Craddock, Assistant Superintendent
Sandra Wojnowski, Executive Director for
Educational Services
Colleen Card, School Business Official
Christopher Herrschaft, Director of Human Resources
Christine Mangiamele, Curriculum Specialist for Humanities
Aaron Zeltmann, MPHS Teacher
Jennifer Lakas, AMPS Teacher
Melissa Dooley, Parent Representative
Christine Delaney, Parent Representative

SCHOOLS

Miller Place High School

Kevin Slavin, Principal
15 Memorial Drive
Miller Place, NY 11764

North Country Road Middle School

Matthew Clark, Principal
191 North Country Road
Miller Place, NY 11764

Laddie A. Decker Sound Beach School

Joseph Zito, Principal
197 North Country Road
Miller Place, NY 11764

Andrew Muller Primary School

Laura Gewurz, Principal
65 Lower Rocky Point Road
Miller Place, NY 11764

MILLER PLACE UNION FREE SCHOOL DISTRICT DISTRICT ADMINISTRATION OFFICES

7 Memorial Drive
Miller Place, NY 11764
631.474.2700