



# Superintendent's Entry and Strategic Plan Preliminary Findings Seaford UFSD

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# Purpose

The entry of a new superintendent is a pivotal and challenging time both for the organization and the leader. This entry plan is intended to engender the trust of the community and build synergistic relationships so that together, we can provide an enriched learning experience for all Seaford students.

Learning about the key events, issues and concerns that influence the school system

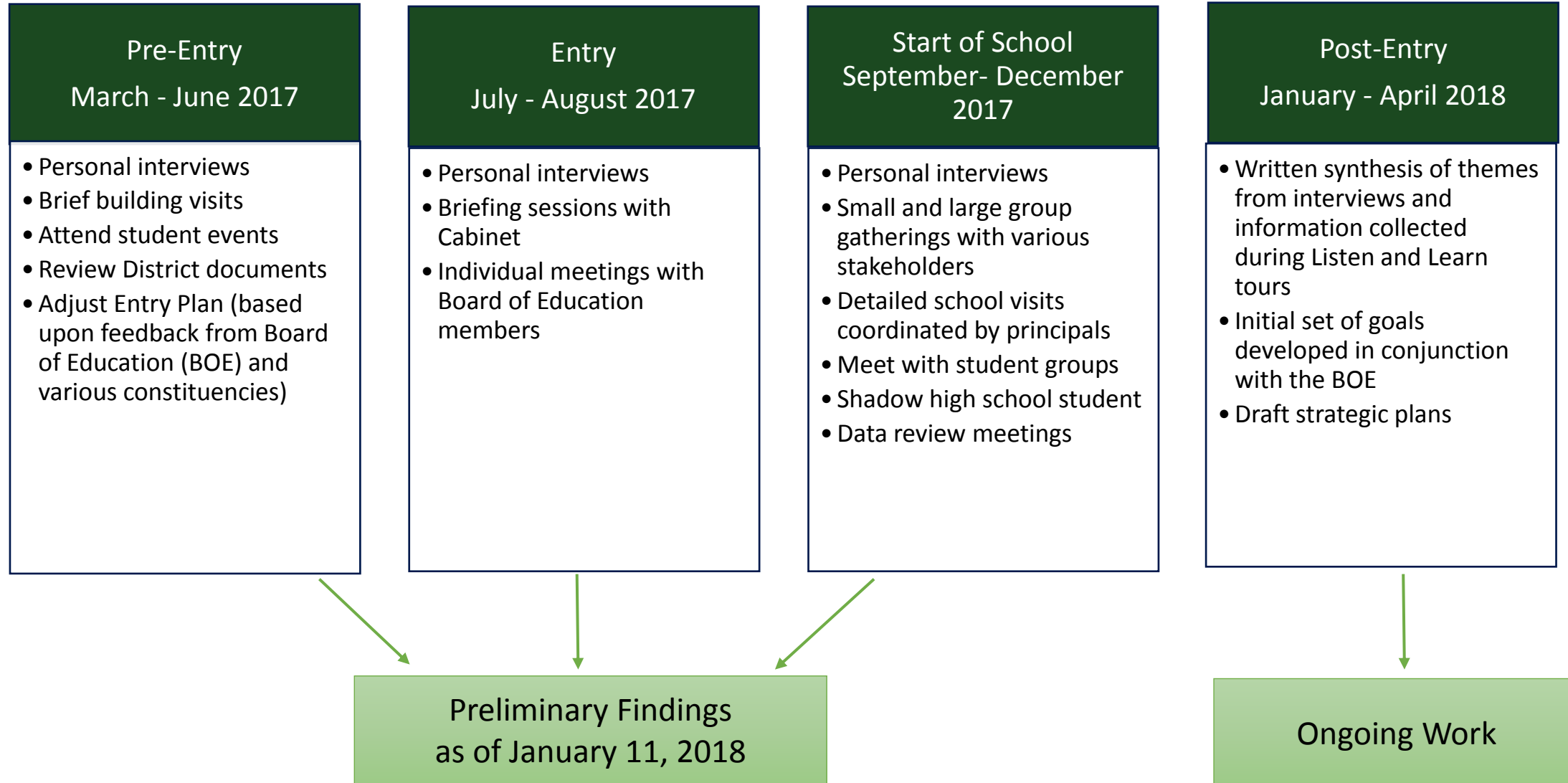
Learning about the values, norms , expectations, goals and dreams of the community

Leading us in a collective analysis of this information resulting in our setting district goals and strategic plans





# Entry Plan Phases





# School & Community Events



## School Year: 2016-2017

- BOE Meetings
- ACT Meeting
- Administrator Team Meeting
- MS Drama Production
- School Walkthroughs
- Professional Development Committee
- Individual Administrator Meetings
- Athletic Director Interviews
- Seaford Harbor STEAM Night
- Supt. Council with Mr. Conboy
- SEPTA Meeting
- Harbor Spring Concert

## School Year 2016-2017 (cont'd)

- BOE Interview Athletic Director
- ARTS Luncheon/NJHS Induction
- PTSA Meeting
- Seaford Manor Spring Concert
- NJHS Induction
- Cabinet Meetings
- Nassau Superintendent Meeting
- Mr. Conboy Meetings

## August 2017

- Women's Initiative Conference at Hofstra
- Harbor Kindergarten Meet & Greet
- Scope's Annual Dinner
- 6th Grade Orientation/New Teacher Orientation
- 9th Grade Orientation/New Teacher Orientation

## September 2017

- Athletic Parent Information Night
- 9/11 Candlelight Memorial
- MS Back to School Night
- Harbor School Ribbon Cutting Ceremony
- MS/HS PTSA Meeting
- Harbor/Manor Elementary Back to School
- Seaford Historical Society Annual Family Harvest Fair
- Community Meet & Greet at Manor
- HS Back to School Night
- HS Character Education Assembly
- Community Meet and Greet at Harbor
- LIASCD Conference-Seaford Manor Faculty Presents

## October 2017

- Superintendent's Roundtable at Farmingdale College
- Retirees luncheon at Seaford firehouse
- Hallway judging/Pep Rally
- Wizard's basketball game
- Homecoming Parade and Football Game
- SEPTA Meeting
- Newsday Marching Band Festival
- Unity Walk
- Harbor Book Talk with PTA
- Middle School Community Read
- Harbor Halloween Parade

## November 2017

- NYASCD Conference-The Class of 2030: Students at the Center at Union College
- Volleyball Playoff Games
- Tom Condon's Retirement Party
- Football Playoff game
- Winter Parent Athlete Meeting
- New Superintendent Meeting
- Drug Prevention Seminar
- Top 25 Breakfast
- LI Championship Football Games

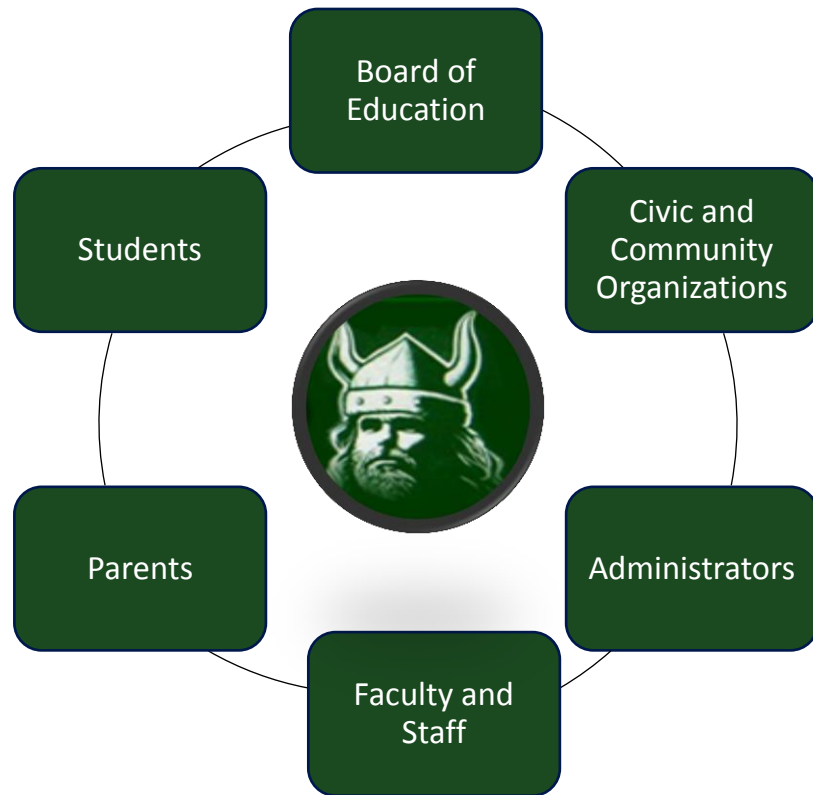
## December 2017

- Hot Chocolate Run
- Harbor Holiday Concert
- Manor Holiday Concert
- Middle School Holiday Concert
- High School Holiday Concert
- Principal/PTA Presidents' Dinner
- Student Council Meeting
- Teachers College Parent Workshop



# Building Relationships: Community Outreach

## Listen and Learn Tour



***I will accelerate my learning by being an active listener and participant observer.***

Interview protocols with objectives, activities and questions for each of the following groups:

Individual School Board Trustees	Cabinet	Building Administrators
Teachers' Association Leadership	PTA Leadership	Union leaders
Political Representatives	Civic & Athletic Organizations	Students





# Listen and Learn Tour

The objective of the Listen and Learn Tour is to meet with as many people associated with the Seaford School District as possible.

- Interviewed over 100 people
- Met with students, teachers, administrators, parents, residents, staff, union leadership and civic leaders
- Asked the five common questions and additional questions varied by group

## Asking Five Universal Questions at Group Meetings

- What is working well in the Seaford Schools?
- What is working, but needs to be tweaked?
- What is not working and should be abandoned?
- What traditions and values must we preserve as we move forward?
- What advice do you have for the new superintendent?

### Group Meetings

- Meet with a cross-section of the community

### Visit Buildings

- Informal visits and formal site tours

### Attend Events

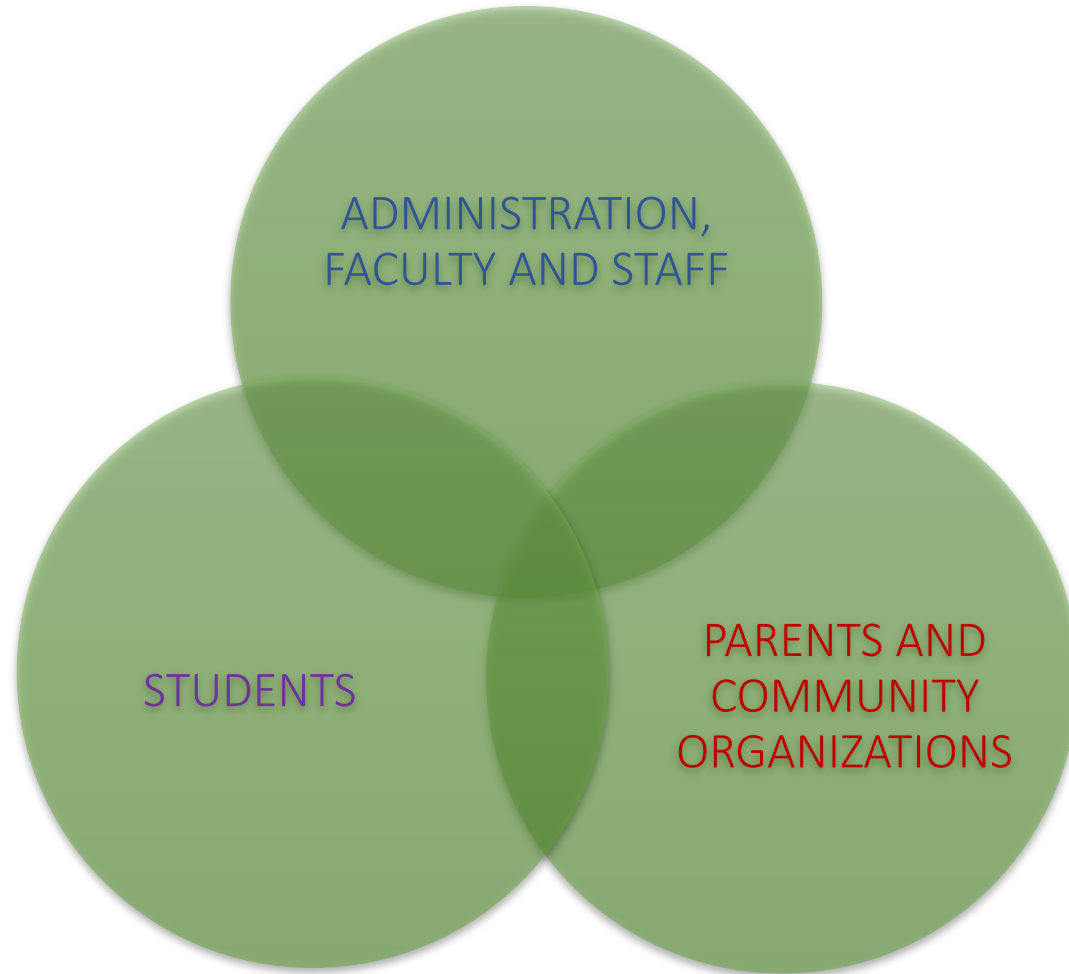
- Open houses, concerts, sporting events, PTA meetings and civic events







# Analyze Responses to Each Question



Look for commonalities and differences in data within the schools, students and community



Photo: Newsday





# Learnings from Administration, Faculty and Staff: What is working well...

## Administration

- Teacher collegiality
- Curricula initiatives including technology
- It's all about the kids
- Teachers/Admin/Staff
- All four buildings are solid
- Seaford Harbor Administration Team
- Great business office/payroll
- Security
- District clerk
- Calm, safe, positive environment
- Elementary programs: Science & Go Math
- Administrator relationships with Central Office
- School Spirit

## Teachers

- Collegial environment
- Technology initiative roll out so far
- Teachers rapport with students/focus on kids
- Teachers/staff
- Solid district
- Seaford Harbor Administrative Team
- Great business department
- Sports program
- Sense of community/family
- Huge improvement PD/ED Camp
- Push for Advanced Placement courses
- Nice balance new/veteran staff
- Teacher/admin support each other
- Loyalty

## Staff

- Camaraderie/collegial environment
- Technology is getting there
- Teachers care about the kids
- Teachers/staff
- Sports Programs
- District like a family
- Professional Development







# Learnings from Parents and Community Based Organizations: What is working well...

- Caring, nurturing community
- Teachers are phenomenal
- District is like a family
- Open door policy with administrators
- Camaraderie of teachers/staff
- Seaford Harbor administrative team
- Reading program
- Teachers care about kids
- Sports programs
- PTA is fantastic
- Coaches are great





# Learnings from Our Students: What is working well...

- Spirited schools
- Nice community
- It feels like a large family
- Approachable faculty
- Access to anyone
- Capstone Program
- Course selection
- Great teachers
- Access to extra-curricular
- Sports and music programs
- Staff is accepting of “who we are”
- Bowling team added
- Great opportunities to participate in community service

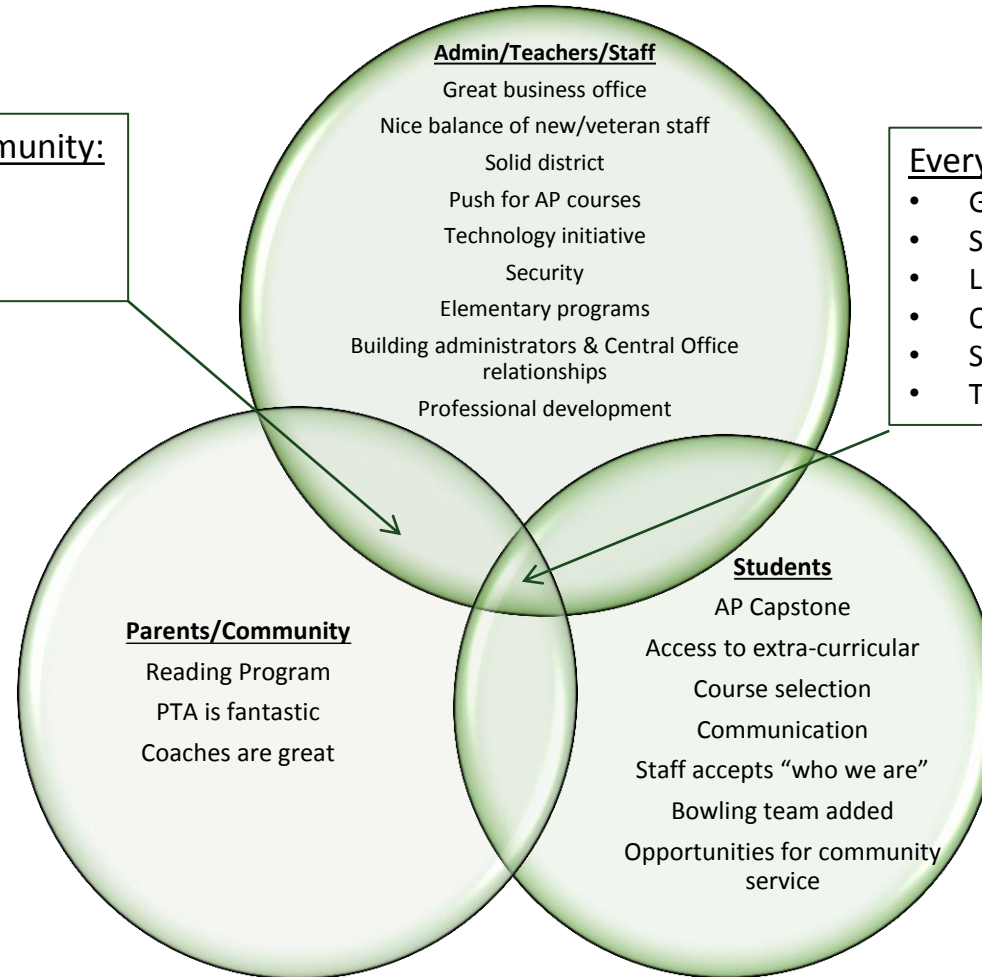




# What is working well...

## Admin/Teachers & Parents Community:

- Team work
- Camaraderie



## Everyone:

- Great teachers
- School spirit
- Large family
- Open door policy
- Sports programs
- Teachers care about the kids





# Learnings from Administration, Faculty and Staff: What needs tweaking/improvement...

## Administration

- ICT Program
- Role of the chairperson
- Existing structure for aides
- More opportunities for all staff to interact
- Improve makerspace
- Technology
- Personnel needs department
- Would like administration retreat
- After school extra help
- More continuous communication between all 4 principals
- Continue to improve secondary instruction-less lecturing
- Coordinate summer assignments at High School

## Teachers

- Self-contained vs. ICT
- Role of the chairperson
- Self selection
- Substitute teacher shortage
- Vertical articulation
- Academics promoted equally with athletics
- Review RTI plan
- STAR data usage
- Consistent curriculum for Manor & Harbor
- Teacher scheduling
- More interdisciplinary collaboration
- More all county, all state in music
- Acceleration in middle school
- Keyboarding at elementary level

## Staff

- Communication with clerical
- Recognize all sports not some sports
- New aide mentoring system
- Communication between aides and teachers
- License machines for visitor passes
- Food service: more variety, healthier choices





# **Learnings from Parents and Community Based Organizations:** What needs tweaking/improvement..

- Role of the chairperson
- Substitute teacher situation
- Accelerated Placement Process for Middle School
- More computers in students hands
- More field trips
- Career and college readiness at the middle school level
- Rebuild the booster shack
- Recondition turf field
- Outdoor bleachers
- Baseball benches
- Cafeteria food





# Learnings from Our Students: What needs tweaking/improvement...

- Students may not always receive their first choice in course selection
- Course schedules should be released earlier (AP summer assignment timeliness)
- Health may not always fit in 9<sup>th</sup> or 10<sup>th</sup> grade schedules
- More career and college fairs
- More assemblies for career or college
- Additional support with college application process
- Structure of Freshman Mentor Program
- Bring back the floats for Homecoming
- More air conditioning
- Consider an advisory program
- Continue to support music program
- Continue to support sports programs
- Update school bathrooms
- Update the student council room







# What needs tweaking/improvement...

## Admin/Teachers/Staff & Parents Community:

- Role of the chairperson
- Increase in technology and access
- Cafeteria food enhancements

## Admin/Teachers/Staff

- Enhancements to curriculum and data usage
- More technology
- Focus on music program
- Focus on all sports
- Enhanced communication

## Parents/Community & Students:

- Exposure to college and career readiness

## Parents/Community

- Acceleration Program at middle school level
- Substitute teacher shortage
- More technology
- Role of the chair people
- Sports facilities

## Students

- Focus on college and career preparation
- Course scheduling (timing/choice)
- Improve building facilities
- Support music and sports
- Structure of Freshman Mentor Program
- Consider an Advisory Program
- Bring back the floats for Homecoming





# Learnings from Administration, Faculty and Staff: What needs to be abandoned...

## Administration

- Chairperson restructure
- Multi-age classes may not fit with new reading program
- Structure of ICT
- Abandon computer labs and replace with computer carts
- Teacher Aide structure in Special Education

## Faculty

- Role of the chairperson
- Multi-age program is not able to serve the original intent
- Structure of ICT
- Hanging on to the old way of doing things- we should be open to change
- Transition to in-house professional development
- Build internal leadership capacity
- Encourage teachers to go to events
- Include more skill based options in the middle school exploratory program
- Reading teachers should be K-2 and 3-5
- Bring chairperson into observations with teachers

## Staff

- Security guards are currently in same unit as the teacher aides
- In the past, technology lead incentives without input from people who will be using it





# Learnings from Parents and Community Based Organizations: What needs to be abandoned...

- Acceleration program at the Middle School
- Role of the chairperson





# Learnings from Our Students: What needs to be abandoned...

- Computer labs with old PC's





# What needs to be abandoned...

## Admin/Faculty/Staff & Parents/Community:

- Restructure the role of the chairperson

## Administration/Faculty/Staff

- Aide model in Special Education
- Multi-age classes do not fit with Reading Program
- Security guards are currently in same unit as teacher aides
- Technology changes lacking input from users

## Admin/Teachers/Staff & Students:

- Computer labs with old PC's and bring new carts

## Parents/Community

Acceleration program at the middle school level

## Students





# Traditions & Values Preserved: Administration, Teachers and Staff

- Sports/Music Programs
- Viking Helmet
- Homecoming Parade
- Harvest Fair
- Autumn Classic
- Seaford Pride
- American Legion recognizing teachers
- 9/11 ceremony
- Polar Express
- EdCamp
- Hot Chocolate Run
- Loyalty







# Traditions & Values Preserved: Parents/Community

- Homecoming
- Seaford Pride
- Pep Rally
- 9/11 ceremony
- Graduation gowns
- Halloween Parade
- St. Patrick's Day Parade
- Viking Helmet
- Small town kindness
- Sports





# Traditions & Values Preserved: Our Students

- Spirit Week
- Homecoming
- Hot Chocolate Run
- St. Patrick's Day Parade





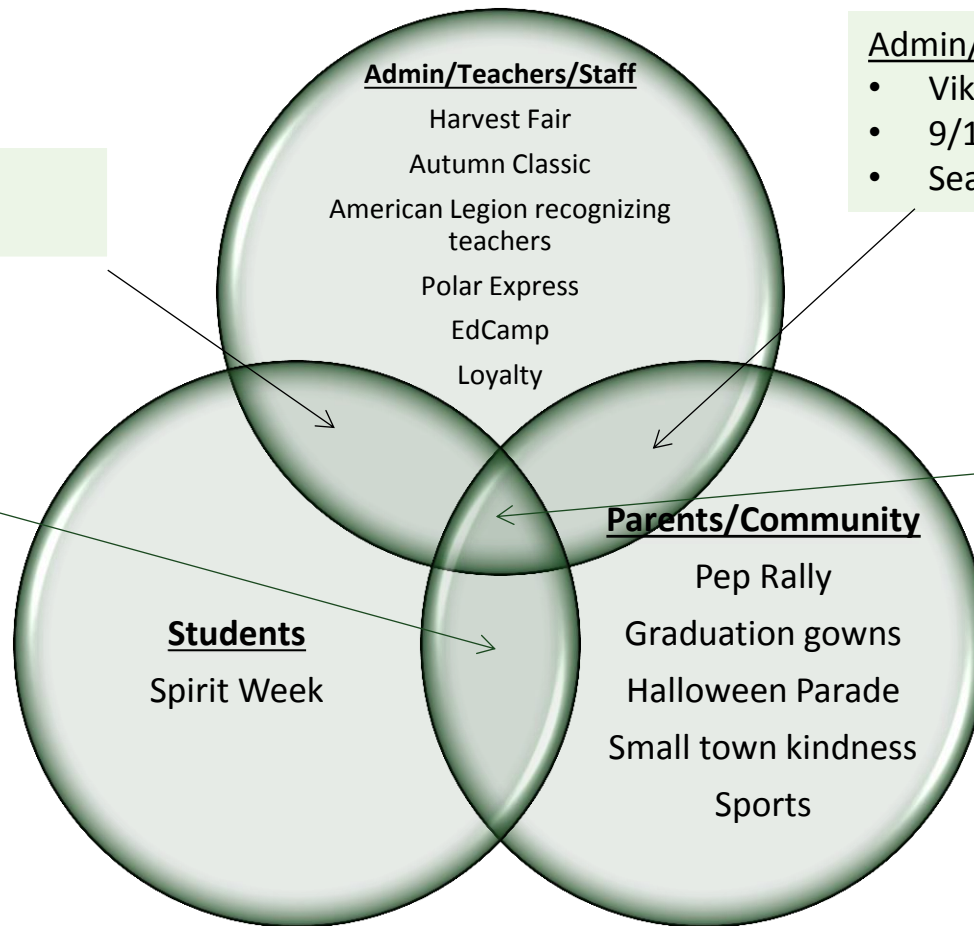
# Traditions & Values Preserved

Admin/teachers/staff & our students:

- Hot Chocolate Run

Parents/community & students:

- St. Patrick's Day Parade



Admin/teachers/staff & the parents/community:

- Viking Helmet
- 9/11 Ceremony
- Seaford Pride

Everyone:

- Homecoming





# What advice do you have for the new superintendent?

## Advice for the Superintendent

### Communication

- Get to know everyone
- Meet the kids
- Be a good listener
- If there is a change- explain why and have direction
- Talk & listen
- Keep conversations going

### Involvement

- Be visible (6)
- Show up
- Be present (4)
- Equal time at Harbor & Manor Schools
- Inclusive & open (2)
- Be proactive
- Hang back a little & observe (2)

### Encouragement

- Keep doing what you are doing
- Don't give up
- Go slowly
- Continue to communicate with all the players
- Some people slow to change-be patient
- Keep implementing positive psychology
- Don't get overwhelmed





# General Learnings and Areas for Review

- 1) The School District is recognized as a solid district that is improving.
- 2) The District environments are praised: work as a team, like a family, great teachers, school spirit, collegial environment and open door policy.
- 3) All groups appreciate the academic enhancements that are underway and look forward to continuous improvement.
- 4) There is some variation by stakeholders group regarding items that should be “tweaked”. Some common areas for improvement include the role of the chairperson, increasing technology and college and career readiness programs.
- 5) Very few interviewees identified items to be abandoned.
- 6) Advice for the Superintendent largely could be categorized as: communicate well through listening and conversations, be present, stay positive and continue to move at a pace that “fits” the community.





# Four Primary Objectives



Build and Maintain Quality Relationships with Stakeholders



Conduct Comprehensive Organizational Review



Review Instructional Program



Develop Short-Term Strategic Goals and Draft 3-5 Year Strategic Plans







# Engage in a Comprehensive Organizational Review

The objective is to systematically collect information that will enable me to understand the organization from the inside out. The goal is to listen and be seen listening. Being open, transparent and in a state of inquiry is of paramount importance.

## Communication

- Website enhance usage
- ShoutPoint Texting
- Public Relations Specialist
- Parent Meetings/Workshops
- Athlete Parent Nights
- Drug Prevention Programs
- Spotlight

## Curriculum & Instruction

- Monthly Meeting with Administration
- TAC Meeting
- SASA Meetings
- Professional Development Committee
- Superintendent's Conference Days
- Teachers College Training
- Technology Steering Committee

## Finance

- School Aid Specialists
- Edgewater Consulting
- Refinanced bonds
- Moody's Rating
- Develop Fiscal Stability Plan
- Updated Capital Plan based upon the building condition survey

## Personnel

- New Teacher Workshops
- New Administrator Workshops
- 2 new Assistant Principals (HS) hired
- 9 new probationary teachers hired
- 1 new probationary guidance counselor hired
- 3 new permanent substitutes hired





# Develop an Instructional Program Framework

The objective is to learn about the current instructional practices and experience the teaching and learning by visiting classroom and school events.

## Program Review

State of the District	• Presented on 10/5/17
Middle School Program Highlights	• Presented on 11/2/17
High School Program Highlights	• Presented on 11/2/17
Elementary Program Highlights	• Presented on 12/7/17
Special Education	• Ongoing

Documents to be reviewed include but are not limited to:

- Course guides for Middle School and High School.
- Curriculum guides for all subjects K-5
- Assessment data: Local Assessments, Grade 3-8, Regents, AP, PSAT, SAT, ACT, NYSESLAT
- RTI Plan





# Teaching and Learning

<b>TC Reading &amp; Writing Workshops</b>	<b>Enhanced STEAM Activities</b>	<b>Class Size</b>	<b>Professional Development Opportunities</b>	<b>Personal Digital Learning PDL</b>
<b>AP Capstone</b>	<b>AP and College Level Classes</b>	<b>Expansion of Science Research Program</b>	<b>Office 365 Collaborative Platform</b>	<b>12th Grade English Electives</b>
<b>Middle School Robotics and Coding Course</b>	<b>Middle School Exploratory Classes</b>	<b>ELA and FLACS Curriculum Writing</b>	<b>7th Grade World Language for entire year</b>	<b>6th Grade Math</b>
<b>Social Emotional Learning</b>	<b>Community Service Projects</b>	<b>Clubs and Activities</b>	<b>Restoration and Expansion of Athletic Teams</b>	<b>Growth Mindset</b>





# Elementary Curriculum Highlights

- Implement Teachers College Reading & Writing Workshop
- Monitor Go Math curriculum
- Increase STEAM and Makerspace opportunities
- Maintain class sizes
- Continue to enhance professional development
- Increase personal digital devices for students
- Promote growth mindset
- Continue to provide community service opportunities
- Educate the whole child through character education





# Seaford Middle School Curriculum Highlights

- Monitor the additional instructional time for 6<sup>th</sup> grade math
- Continue to review 7<sup>th</sup> grade language program
- Evaluate the 8th grade technology course that includes coding and robotics
- Develop new exploratory courses based upon student interest
- Review the acceleration selection process
- Continue to value the whole child: athletics, activities, character education and community service
- Implement Personal Digital Learning Initiative
- Provide continuous professional development





# Seaford High School Curriculum Highlights

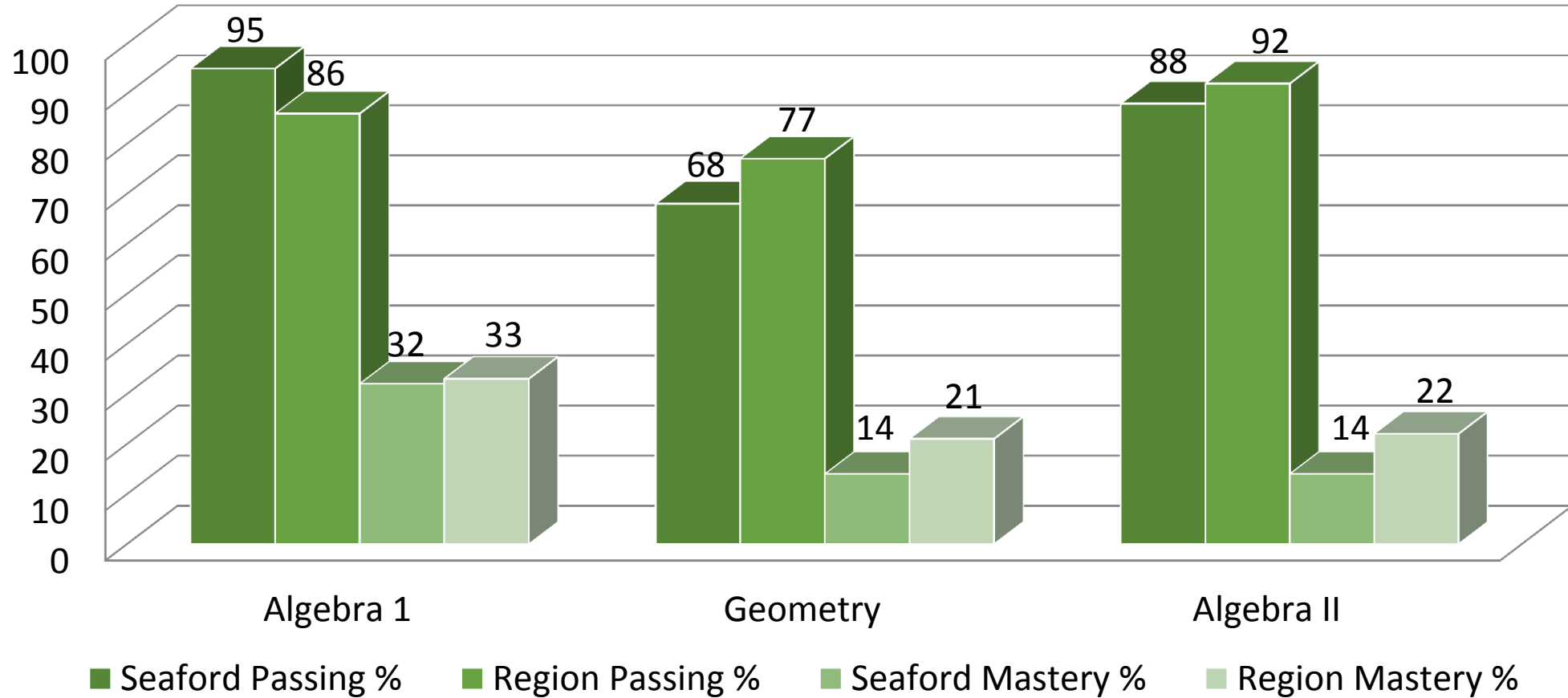
- Review Advanced Placement and college level course offerings
- Increase enrollment in the AP Capstone Program
- Enhance science research program
- Develop new 12<sup>th</sup> grade English electives
- Expand World Language enrollment and review courses
- Implement Personal Digital Learning Initiative
- Provide continuous professional development
- Monitor college acceptances and develop relationships with college admissions offices
- Continue to value the whole child: athletics, activities, character education and community service





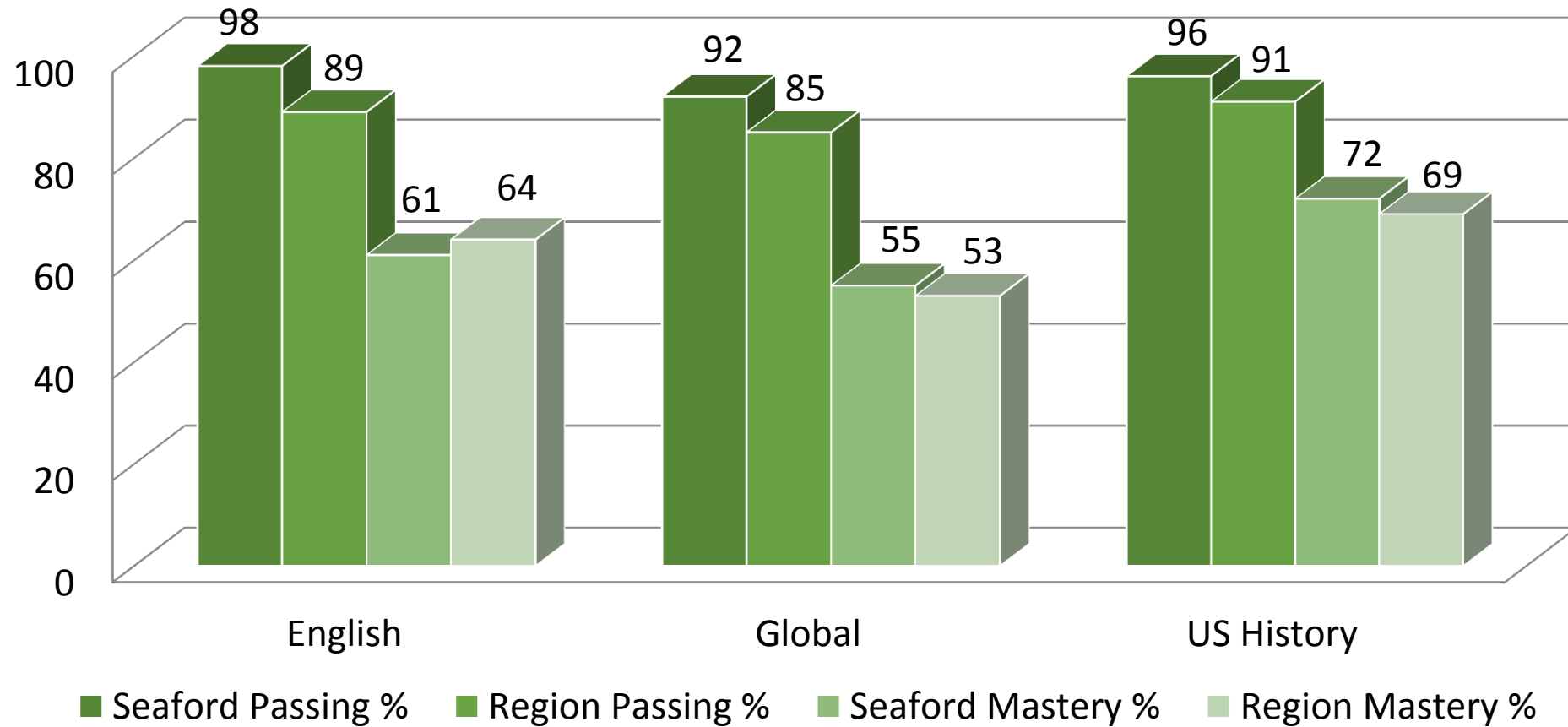


# Math Regents Exams



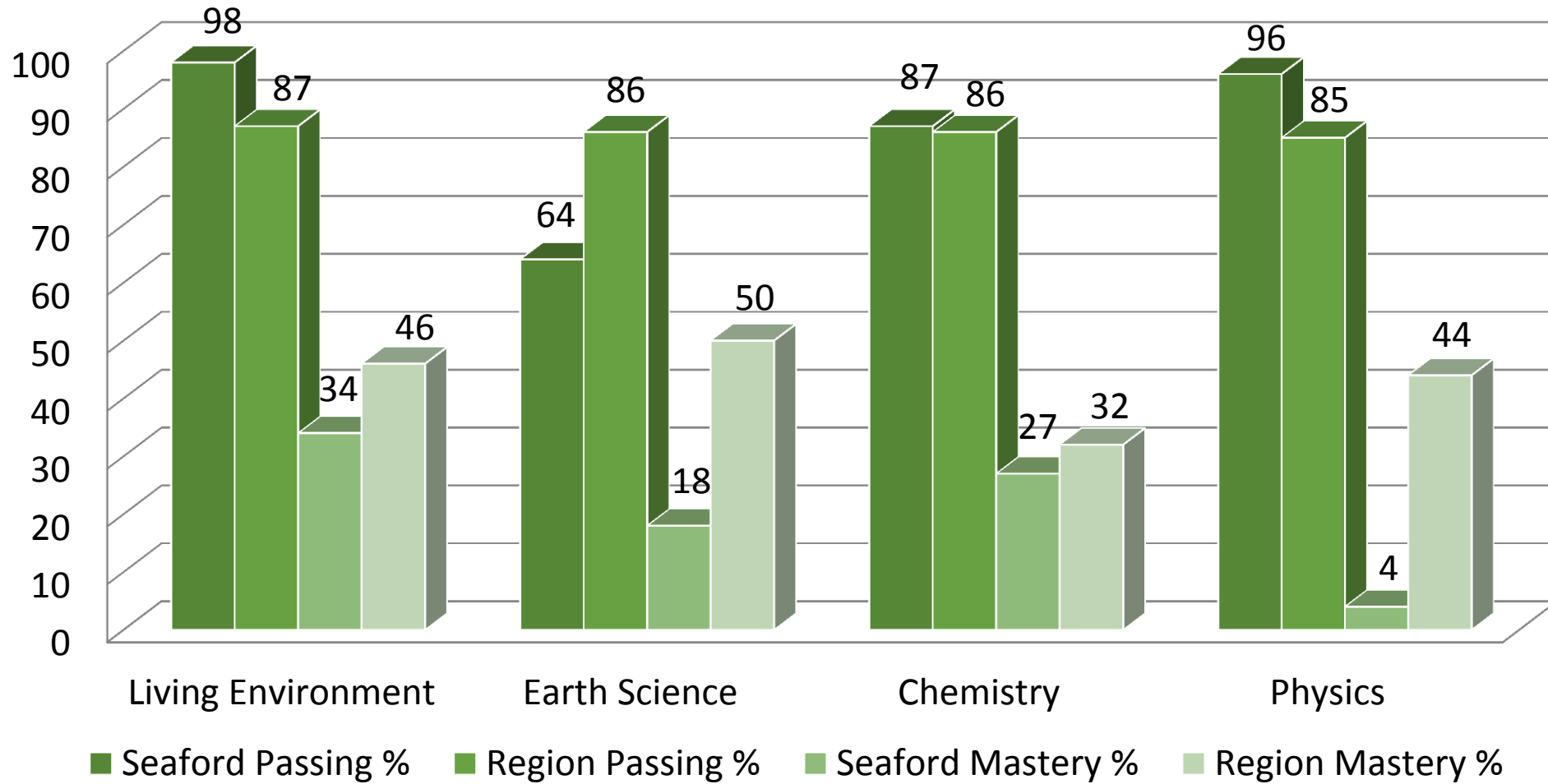


# ELA & Social Studies Regents Exams





# Science Regents Exams





# Elective Regents Results 2017

Seaford High School							Nassau County Region					
2017 June Regent	Number Taking Exam	Number Passing Exam	(Quality Factor)	Average Grade Enrollment 10-12	(Quantity Factor)	Summary (% Average Grade Enrollment Passing Exam)	Number Taking Exam	Number Passing Exam	(Quality Factor)	Average Grade Enrollment 10-12	(Quantity Factor)	Summary (% Average Grade Enrollment Passing Exam)
			% Passing Exam		% Average Grade Enrollment Taking Exam				% Passing Exam		% Average Grade Enrollment Taking Exam	
Geometry CC	171	114	67%	175	98%	65%	14,071	10,903	77%	16,735	84%	65%
Algebra II CC	145	128	88%	175	83%	73%	10,779	9,934	92%	16,735	64%	59%
Chemistry	130	113	87%	175	74%	65%	11,179	9,566	86%	16,735	67%	57%
Physics	47	45	96%	175	27%	26%	6,077	5,192	85%	16,735	36%	31%





# What the Regents' Data Reveals:

- Passing rates exceed the county average on Algebra, English, Global History, Living Environment, Physics and United States History Regents Exams
- We have more students taking Algebra II and Geometry Regents exams as a percentage of our enrollment than other school districts in Nassau county
- Earth Science data is skewed because advanced students choose other physical science courses
- Sequencing of science courses 6-12 is needed and underway





# Expanding Equity and Excellence

## AP

Computer Science Principles  
English Literature  
Language & Composition  
Capstone Seminar  
Capstone Research  
Psychology  
Art  
Global History  
US History  
World Geography

Spanish  
French  
Calculus AB  
Calculus BC  
Statistics  
Biology  
Environmental Science  
Physics  
Chemistry  
Music Theory II

## SUPA

Participation in Government  
Economics

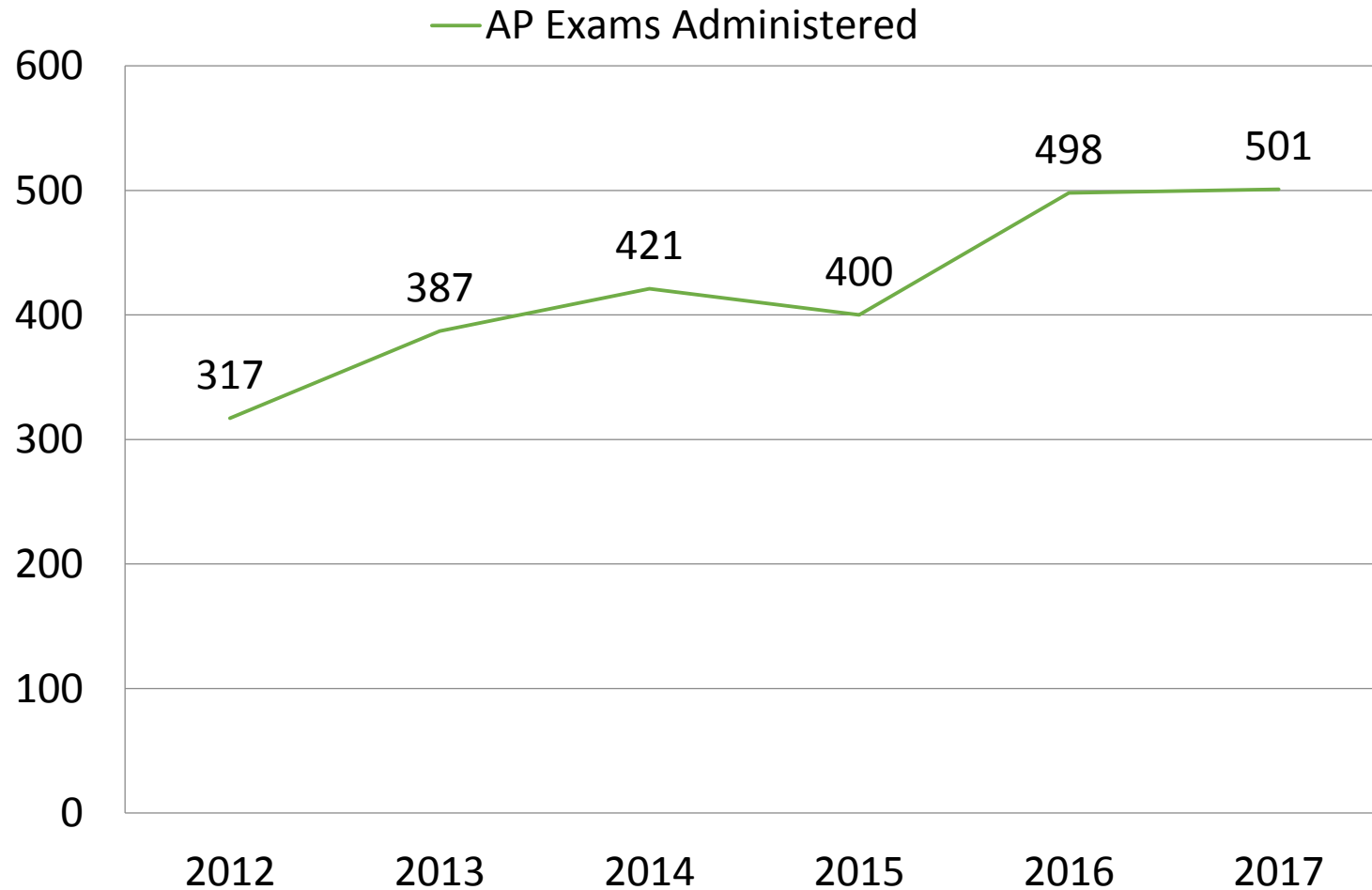
## CW POST

College Accounting





# The Class of 2017 Took Advantage of the Opportunity to Take College/AP Courses



THE CLASS OF 2017 TOOK ADVANTAGE OF THE OPPORTUNITY TO TAKE COLLEGE/AP COURSES

- 114 STUDENTS TAKE AT LEAST 1 COLLEGE LEVEL CLASS
- 75 STUDENTS TAKE AT LEAST 3 COLLEGE LEVEL CLASS
- 55 STUDENTS TAKE AT LEAST 5 COLLEGE LEVEL CLASS
- 32 STUDENTS TAKE AT LEAST 7 COLLEGE LEVEL CLASS
- 9 STUDENTS TAKE AT LEAST 10 COLLEGE LEVEL CLASS





# Graduation Rate Continues to Rise

<b>Year</b>	<b># of Graduates</b>	<b>Graduation Rate</b>	<b>% of Regents Diplomas with Advanced Distinction</b>
2012	194	94.63%	68.04%
2013	175	92.59%	63.43%
2014	191	91.83%	67.02%
2015	182	92.86%	59.34%
2016	169	94.94%	58.58%
2017	176	96.17%	66.48%







# Setting Short-term Goals

## Board of Education 2017-2018

### **Teaching and Learning**

- Provide a positive, safe and enriched learning environment for all of our students that promotes student growth

### **Financial**

- Create a fiscally responsible and operationally efficient budget that maintains and enhances the integrity of all programs

### **Communication**

- Enhance communication systems to ensure the open flow of information with all stakeholders





# Setting Short-term Goals

## Superintendent Goals 2017-2018

### Teaching and Learning

- Enhance instructional programs for all students(K-12) to meet each student's personal learning needs and raise academic achievement
- Ensure the effective implementation of the Teachers College Reading and Writing Workshop program
- Provide opportunities to raise academic achievement by creating and fostering a culture of continuous growth
- Work collaboratively with the community to create a safe environment in which there are more opportunities to foster positive relationships, healthy behaviors and wise choices

### Financial

- Continue to develop a fiscally-conservative budget that stays within the tax cap, maintains the integrity of Seaford's programs and aligns with the community's financial and educational expectations
- Ensure that all of our facilities are safe and secure learning environments

### Communication

- Summarize information learned about the District from the entry interviews that were conducted as part of the Superintendent's Entry Plan
- Continue to improve the District's public relations and communication systems to ensure effective and timely sharing of information with students, parents, staff and the community at large





# Next Steps



Continue to Build and Maintain Quality Relationships with Stakeholders



Use the Information from the Listen and Learn Tour to Refine Goals and Develop Strategic Plans



Continue to Review and Enhance Instructional Programs



Work to Achieve the Short-term Goals



Thank you!  
Any Questions?

