



MEDINA CENTRAL SCHOOL DISTRICT STRATEGIC PLAN 2024 – 2029

**Dr. Mark Kruzynski
Superintendent of Schools**

Vision of Medina Central School:

Exemplify excellence in education.

Mission of Medina Central School:

Educate to inspire ALL to reach beyond the expected, to be ready for college and careers, and to positively impact their communities.

The Medina Central School Strategic Plan focuses on four strategic priorities and the initiative areas of each:

Academic Excellence: Empowering all staff to provide a challenging and impactful educational experience for all students.

Curriculum

Grading and Assessment

Professional Development

Student Performance/Data Usage

Culture, Accountability, and Mindset: We aim to create a welcoming, safe, and inclusive community where all stakeholders are valued, there is a growth mindset, and the wellness of each individual is at the forefront.

Accountability

Communication

Culture: Staff Absenteeism

Culture: Staff Celebrations

Culture: Staff Morale and Inclusivity

Culture: Staff Wellness

Mindset

Systems of Student Support: Ensuring that all educational systems are exceptionally and equitably supportive of every individual student.

Absenteeism

College and Career Readiness

Master Scheduling

Programming

Quality of Student Experiences: Creating and maintaining opportunities that foster the development of students' character and well-being.

Student Behavior and Expectations: Discipline

Student Opportunities – Athletics

Student Opportunities – Experiences

Student Opportunities – Extra-curricular clubs and activities

Student Safety – Emotional

Student Safety – Physical

Strategic Priority Area: Academic Excellence

Goal: Empowering all staff to provide a challenging and impactful educational experience for all students.

Initiative Area: Curriculum – Curriculum Writing and Access

Objective: To ensure that instruction and student success result from access to a viable, well-written curriculum.

Tasks	Facilitator	Year of the plan (indicate years 1,2,3,4 or 5)	Progress Notes
Ensure that all staff understand district processes for writing, revising, accessing, and using curriculum for instruction.	Assistant Superintendent for Instruction	1	
Develop appropriate professional development and deliver to the staff during any curriculum writing.	Assistant Superintendent for Instruction	1	
Ensure the curriculum is written considering best practices in instructional strategies, vetted materials, culturally responsive materials and instruction, STEM, formative assessments, and college and career readiness.	Assistant Superintendent for Instruction Department Chairs	2	
Determine and adhere to a timeline for completion of curriculum writing in all content areas.	Assistant Superintendent for Instruction	2	
Provide opportunities for meetings to discuss vertical alignment of curriculum.	Assistant Superintendent for Instruction Building Principals	2	

Develop a cycle of evaluation for each content area (UPK-12) that allows for a thorough review while adjusting, when needed, in response to changes at the state level.	Assistant Superintendent for Instruction	2	
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Strategic Priority Area: Academic Excellence

Goal: Empowering all staff to provide a challenging and impactful educational experience for all students.

Initiative Area: Grading and Assessment – Homework

Objective: Develop meaningful, consistent, clear grading systems across each building.

Tasks	Facilitator	Year of the plan (indicate years 1,2,3,4 or 5)	Progress Notes
Develop a philosophy at the district level regarding homework and its use.	Superintendent	2	
Develop a philosophy at the district level regarding homework and its use.	Assistant Superintendent for Instruction	3	
Ensure all stakeholders have an understanding of the homework philosophy and implementation.	Assistant Superintendent for Instruction Curriculum Council	4	
Implement the homework philosophy in all grade levels and content areas	Building Principals	4	
Evaluate the implementation of homework philosophy across the district	Assistant Superintendent for Instruction	5	

Strategic Priority Area: Academic Excellence

Goal: Empowering all staff to provide a challenging and impactful educational experience for all students.

Initiative Area: Grading and Assessment – Report Card

Objective: Develop meaningful, consistent, clear grading systems across each building.

Tasks	Facilitator	Year of the plan (indicate years 1,2,3,4 or 5)	Progress Notes
Develop a district-wide and building-level philosophy on grading	Curriculum Council	3	
Review and revise the report card format to ensure parent understanding and to accurately report student performance in grades 7 – 12	Assistant Superintendent for Instruction JSHS Principal, Assistant Principal	4	
Utilize a consistent standards-based report card format UPK - 6	Elementary Principals Assistant Superintendent for Instruction	4	
Communicate report card changes to all stakeholders	Building Principals	4	

Strategic Priority Area: Academic Excellence

Goal: Empowering all staff to provide a challenging and impactful educational experience for all students.

Initiative Area: Professional Development – Evaluation of Professional Development

Objective: To ensure that professional development meets the needs of all staff.

Tasks	Facilitator	Year of the plan (indicate years 1,2,3,4 or 5)	Progress Notes
Develop and use an ongoing evaluation procedure to determine future professional development needs and opportunities.	Assistant Superintendent for Instruction	1	
Create professional development opportunities to meet all staff's needs and ensure understanding of district policies/procedures changes.	Assistant Superintendent for Instruction	2, Ongoing	

Strategic Priority Area: Academic Excellence

Goal: Empowering all staff to provide a challenging and impactful educational experience for all students.

Initiative Area: Professional Development - Mentoring

Objective: To provide appropriate mentoring opportunities to all new staff.

Tasks	Facilitator	Year of the plan (indicate years 1,2,3,4 or 5)	Progress Notes
Identify a mentoring model appropriate for all stakeholders	Curriculum Council	2	
Re-evaluate district procedures for mentoring and providing guidance for all staff across the district.	Assistant Superintendent for Instruction Curriculum Council	2	
Implement mentoring training opportunities	Assistant Superintendent for Instruction	3	

Strategic Priority Area: Academic Excellence

Goal: Empowering all staff to provide a challenging and impactful educational experience for all students.

Initiative Area: Student Performance/Data Usage – Testing data

Objective: To develop and engage in a standard process for all teachers to analyze assessment data for each grade level/course.

Tasks	Facilitator	Year of the plan (indicate years 1,2,3,4 or 5)	Progress Notes
Ensure that the recently adopted model of MTSS and associated processes are standardized and followed with fidelity across the District.	Assistant Superintendent for Instruction	2	
Review existing district-collected data to inform changes and improve student outcomes.	Assistant Superintendent for Instruction	2	
Develop and engage in a standard process for all teachers to analyze assessment data for each grade level/course.	Assistant Superintendent for Instruction	2	
Use data to inform the development of curriculum and classroom instruction.	Assistant Superintendent for Instruction	2	

Strategic Priority Area: Culture, Accountability and Mindset

Goal: Creating a welcoming, safe, and inclusive community where all stakeholders are valued, have a growth mindset, and have the wellness of each individual at the forefront.

Initiative Area: Accountability – Processes and procedures/staff accountability

Objective: To hold each stakeholder in the district accountable for positively improving the district.

Tasks	Facilitator	Year of the plan (indicate years 1,2,3,4 or 5)	Progress Notes
Gather data on staff expectations in each building and department and compare.	Superintendent	1, ongoing	
Gather best practices on the development of a district staff expectations handbook.	Superintendent	2	
Develop a district staff expectations handbook	Superintendent	3	

Strategic Priority Area: Culture, Accountability, and Mindset

Goal: Creating a welcoming, safe, and inclusive community where all stakeholders are valued, have a growth mindset, and have the wellness of each individual at the forefront.

Initiative Area: Communication - External

Objective: To ensure effective and efficient communication while maximizing its potential.

Tasks	Facilitator	Year of the plan (indicate years 1,2,3,4 or 5)	Progress Notes
Evaluate the communication order with parents and the community in different situations, aligning it with the district's "chain of command."	Superintendent	1	
Evaluate how parents and community are communicated with and for what purpose.	Superintendent	1	
Create consistent expectations from school-to-home communication by teachers, administrators, and the district.	Superintendent Building Principals	1	

Strategic Priority Area: Culture, Accountability, and Mindset

Goal: Creating a welcoming, safe, and inclusive community where all stakeholders are valued, have a growth mindset, and have the wellness of each individual at the forefront.

Initiative Area: Communication - Internal

Objective: To ensure effective and efficient communication while maximizing its potential.

Tasks	Facilitator	Year of the plan (indicate years 1,2,3,4 or 5)	Progress Notes
Encourage face-to-face encounters for difficult conversations with email as a follow-up to the conversation.	Superintendent All Employees	1	
Evaluate from whom communication should be provided in various situations within the district.	Superintendent	1	
Evaluate how all staff and students are communicated with and for what purpose.	Superintendent	1	
Develop consistent practices of communication throughout the buildings	Superintendent	1	

Strategic Priority Area: Culture, Accountability and Mindset

Goal: Creating a welcoming, safe, and inclusive community where all stakeholders are valued, have a growth mindset, and have the wellness of each individual at the forefront.

Initiative Area: Communication – Public Relations

Objective: To ensure effective and efficient communication while maximizing its potential.

Tasks	Facilitator	Year of the plan (indicate years 1,2,3,4 or 5)	Progress Notes
Ensure that the district newsletter is available to the entire community	Superintendent	1	
Design and update a new website and explore alternatives to old methods	Director of Technology in conjunction with District Administrators	1	
Create and release a district brochure highlighting the positive attributes and accomplishments of the district with annual updates.	Superintendent	1	

Strategic Priority Area: Culture, Accountability and Mindset

Goal: Creating a welcoming, safe, and inclusive community where all stakeholders are valued, have a growth mindset, and have the wellness of each individual at the forefront.

Initiative Area: Culture: Staff Absenteeism

Objective: To ensure all staff feel valued.

Tasks	Facilitator	Year of the plan (indicate years 1,2,3,4 or 5)	Progress Notes
Determine a baseline of staff absenteeism	Assistant Superintendent for Operations	1	
Create a toolbox of attendance interventions	Assistant Superintendent for Operations	1	
Make people aware of their attendance and how it compares to others	Assistant Superintendent for Operations	1	
Create an annual report on sick leave	Assistant Superintendent for Operations	1	

Strategic Priority Area: Culture, Accountability and Mindset

Goal: Creating a welcoming, safe, and inclusive community where all stakeholders are valued, have a growth mindset, and have the wellness of each individual at the forefront.

Initiative Area: Culture: Staff Celebrations

Objective: To ensure all staff feel valued.

Tasks	Facilitator	Year of the plan (indicate years 1,2,3,4 or 5)	Progress Notes
Build a culture that celebrates the contributions and accomplishments of staff members who support the strategic plan.	Superintendent	1	
Evaluate current recognition programs.	Superintendent	2	

Strategic Priority Area: Culture, Accountability and Mindset

Goal: Creating a welcoming, safe, and inclusive community where all stakeholders are valued, have a growth mindset, and have the wellness of each individual at the forefront.

Initiative Area: Culture: Staff Morale and Inclusivity

Objective: To ensure all staff feel valued.

Tasks	Facilitator	Year of the plan (indicate years 1,2,3,4 or 5)	Progress Notes
Review and evaluate staff use across the district in varying roles (and activities).	Superintendent	2	
Foster team building for all staff	All Administrators	2	
Build relational capacity between all staff and all buildings	All Administrators	2	
Research the perspectives of various subgroups that are perceived to be disenfranchised.	Superintendent	3	

Strategic Priority Area: Culture, Accountability and Mindset

Goal: Creating a welcoming, safe, and inclusive community where all stakeholders are valued, have a growth mindset, and have the wellness of each individual at the forefront.

Initiative Area: Culture: Staff Wellness

Objective: To ensure all staff feel valued.

Tasks	Facilitator	Year of the plan (indicate years 1,2,3,4 or 5)	Progress Notes
Assess what is already being done to support the staff's physical, emotional, and mental well-being.	Superintendent	1	
Collect feedback on barriers to staff wellness	Superintendent	1	
Evaluate and improve the current staff wellness plan	Superintendent	2	
Provide professional development to leaders to empower support for staff wellness.	Assistant Superintendent for Instruction	2	

Strategic Priority Area: Culture, Accountability and Mindset

Goal: Creating a welcoming, safe, and inclusive community where all stakeholders are valued, have a growth mindset, and have the wellness of each individual at the forefront.

Initiative Area: Mindset

Objective: To adopt a growth mindset in the district to move it forward.

Tasks	Facilitator	Year of the plan (indicate years 1,2,3,4 or 5)	Progress Notes
Develop a climate survey for staff, students, and families to complete routinely.	Superintendent	1	
Provide regular updates on the strategic plan to the board and staff	Superintendent	1, ongoing	
Evaluate progress on current initiatives	Superintendent	1, ongoing	
Develop a culture that promotes learning from and leading colleagues.	Superintendent	2	
Share feedback and identify and implement steps for improvement based on the survey of all stakeholders	Superintendent	2, ongoing	
Develop onboarding process for substitute staff and adult volunteers	Director of Community Partnerships Assistant Superintendent	1	
Develop a process of staff goal-setting for future personal and professional growth.	Superintendent Building Principals	3	

<p>Increase staff attendance and engagement at PD events.</p>	<p>Assistant Superintendent for Instruction Building Principals Department Directors</p>	<p>3</p>	
<p>Develop a training program for all new and transferred staff</p>	<p>Assistant Superintendent for Instruction Department Directors</p>	<p>3</p>	

Strategic Priority Area: Quality of Student Experiences

Goal: Creating and maintaining opportunities that foster the development of students’ character and well-being.

Initiative Area: Student Behavior and Expectations - Discipline

Objective: To clearly and consistently understand behavior, expectations, and consequences.

Tasks	Facilitator	Year of the plan (indicate years 1,2,3,4 or 5)	Progress Notes
Annually review and revise the Code of Conduct	Superintendent Building Principals	1, ongoing	
Share findings of annual review with all stakeholders	Superintendent Building Principals	1, ongoing	
Provide restorative practice training for all stakeholders	Assistant Superintendent for Instruction Building Principals	2	
Implement restorative practice strategies in response to code of conduct violations.	Building Principals	3	
Evaluate, monitor, and adjust restorative practice implementation	Building Principals	3, ongoing	

Strategic Priority Area: Quality of Student Experiences

Goal: Creating and maintaining opportunities that foster the development of students’ character and well-being.

Initiative Area: Student opportunities - Athletics

Objective: To create and enhance the quality of opportunities for ALL students.

Tasks	Facilitator	Year of the plan (indicate years 1,2,3,4 or 5)	Progress Notes
Survey students' interest in athletic offerings	Athletic Director	1	
Create a data-driven annual review at all levels of athletic offerings, including financial assessment.	Athletic Director	1, ongoing	
Implement changes to the athletic program based on student surveys and annual reviews each year	Athletic Director	1, ongoing	
Recruit needed coaches	Athletic Director	1, ongoing	
Implement a mentor program with varsity athletes and younger students	Athletic Director	2	
Offer summer athletic intramurals for a variety of sports at all grade levels.	Athletic Director	3	

Strategic Priority Area: Quality of Student Experiences

Goal: Creating and maintaining opportunities that foster the development of students’ character and well-being.

Initiative Area: Student Opportunities - Experiences

Objective: To create and enhance the quality of opportunities for ALL students.

Tasks	Facilitator	Year of the plan (indicate years 1,2,3,4 or 5)	Progress Notes
Investigate and design what the junior high school experience should be like in a junior-senior high school setting.	Building Principal	1	
Implement the design of a junior high school model in a senior high school setting.	Building Principal	2	
Adjust current practices addressing social acceptance and diversity.	Building Principals	2	
Implement and sustain a peer partnership program.	Building Principals	3	
Investigate the ability to provide free and local field trips at all grade levels connected to academics and extra-curricular focus areas.	Assistant Superintendent for Instruction Building Principals	4	

Strategic Priority Area: Quality of Student Experiences

Goal: Creating and maintaining opportunities that foster the development of students’ character and well-being.

Initiative Area: Student Opportunities – Extra-curricular clubs and activities

Objective: To create and enhance the quality of opportunities for ALL students.

Tasks	Facilitator	Year of the plan (indicate years 1,2,3,4 or 5)	Progress Notes
Survey club advisors to understand the effectiveness of existing clubs and activities	Building Principals	1, ongoing	
Create a data-driven review process for all levels of clubs and activities, including financials.	Superintendent	1, ongoing	
Survey student interest levels in extracurricular clubs and activities	Building Principals	2	
Survey parent and community regarding their child’s interest in extracurricular clubs and activities	Building Principals	2	
Create a vertically aligned program of clubs and activities from UPK - 12	Building Principals	3	
Recruit leadership, including student mentors and parent helpers, to lead clubs and activities.	Building Principals	3	
Implement changes annually	Building Principals	3, ongoing	

Strategic Priority Area: Quality of Student Experiences

Goal: Creating and maintaining opportunities that foster the development of students’ character and well-being.

Initiative Area: Student Safety - Emotional

Objective: To create a culture where ALL students feel physically and emotionally safe.

Tasks	Facilitator	Year of the plan (indicate years 1,2,3,4 or 5)	Progress Notes
Research and identify best practices focused on meeting social and emotional needs in the district.	Assistant Superintendent for Special Programs	1	
Develop a shared understanding of what constitutes bullying	Assistant Superintendent for Special Programs	1	
Increase awareness of services available to support students' social and emotional needs.	Assistant Superintendent for Special Programs	1	
Evaluate district programs that address students' social and emotional needs.	Assistant Superintendent for Special Programs	1	

Strategic Priority Area: Quality of Student Experience

Goal: Creating and maintaining opportunities that foster the development of students’ character and well-being.

Initiative Area: Student Safety - Physical

Objective: To create a culture where ALL students feel physically and emotionally safe.

Tasks	Facilitator	Year of the plan (indicate years 1,2,3,4 or 5)	Progress Notes
Evaluate and adapt current safety practices to meet ever-changing needs	Superintendent	1, ongoing	
Communicate safety measures to staff and community	Superintendent	1, ongoing	

Strategic Priority Area: Systems of Student Support

Goal: Ensuring that all educational systems are exceptionally and equitably supportive of every individual student.

Initiative Area: Absenteeism

Objective: To reduce the rate of chronic absenteeism.

Tasks	Facilitator	Year of the plan (indicate years 1,2,3,4 or 5)	Progress Notes
Understand the link between chronic absenteeism and performance, Social Emotional Learning Skills, and inability to access the Committee on Special Education and Multi-Tiered Systems of Support.	Assistant Superintendent for Special Programs	2	
Audit and review data and policies regarding attendance	Superintendent Assistant Superintendent for Special Programs	2	
Identify likely contributing factors leading to chronic absenteeism	Assistant Superintendent for Special Programs	2	
Develop systematic ways to address contributing factors	Assistant Superintendent for Special Programs Building Principals	2	
Review the impact of discipline related to tardiness/absenteeism	Superintendent Building Principals	3	
Investigate data-based options for interventions/supports that	Building Principals	3	

promote attendance at every grade level and building level.			
Revise policies, procedures, and interventions	Building Principals	3	
Broadcast changes to all stakeholders, including mental health providers	Building Principals	3	

Strategic Priority Area: Systems of Student Support

Goal: Ensuring that all educational systems are exceptionally and equitably supportive of every individual student.

Initiative Area: College and Career Readiness

Objective: To expand opportunities for UPK – 12 post-secondary exploration.

Tasks	Facilitator	Year of the plan (indicate years 1,2,3,4 or 5)	Progress Notes
Break down the existing portrait of a graduate into UPK – 12 College and Career Readiness Skills.	Assistant Superintendent for Instruction	1	
Explore how CDOS/intern/work-based learning courses can be awarded credit.	Assistant Superintendent for Instruction JSHS Principal	2	
Create a student survey/needs assessment to determine interest in work-based learning, enterprise, careers, internships, community/regional partnerships, etc.	Assistant Superintendent for Instruction JSHS Principal	2	
Explore AVID capability to support college and career readiness at the UPK – 8 level.	Assistant Superintendent for Instruction	2	
Design program and course offerings related to College and Career Readiness skills	Assistant Superintendent for Instruction	3	
Explore and create opportunities for UPK–6 students to engage in	Assistant Superintendent for Instruction	3	

career, college, and civic exploration activities.			
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Strategic Priority Area: Systems of Student Support

Goal: Ensuring that all educational systems are exceptionally and equitably supportive of every individual student.

Initiative Area: Master Scheduling

Objective: To design a system within the master schedule to support all students Pre-K – 12.

Tasks	Facilitator	Year of the plan (indicate years 1,2,3,4 or 5)	Progress Notes
Look at course enrollment across the district, including staffing implications.	Superintendent	1, Ongoing	
Consider incorporating student support time into the master schedule for emotional regulation, enrichment, creativity, assemblies, field trips, and college and career exploration.	Assistant Superintendent for Instruction	1	
Develop a comprehensive and inclusive schedule/procedure to design three aligned building-level master schedules.	Assistant Superintendent for Instruction Assistant Superintendent for Special Programs	2	

Strategic Priority Area: Systems of Student Support

Goal: Ensuring that all educational systems are exceptionally and equitably supportive of every individual student.

Initiative Area: Programming

Objective: To audit, organize, and communicate systems of delivery, as well as goals and purposes of supportive programs.

Tasks	Facilitator	Year of the plan (indicate years 1,2,3,4 or 5)	Progress Notes
Complete a review of recent dropout/non-completers PK-12 academic profiles to determine if and how District systems and procedures have inhibited student success (i.e., homework, grading, course selection, etc.)	Assistant Superintendent for Instruction Secondary Principal	1	
Develop and implement the subsequent response plan that addresses identified systemic barriers.	Assistant Superintendent for Instruction Secondary Principal	1	
Understand and address the impact of poverty on learning.	Assistant Superintendent for Instruction	2	
Review current dissemination practices and barriers regarding teacher and staff understanding of the needs of students with disabilities.	Assistant Superintendent for Special Programs	2	
Audit the current provision of services	Assistant Superintendent for Special Programs	2	

Share findings and system requirements, purpose, and goals with staff	Assistant Superintendent for Special Programs	2	
Complete needs assessment to determine the greatest student academic needs	Assistant Superintendent for Special Programs	2	
Design professional development based on needs assessment	Assistant Superintendent for Special Programs	3	
Deliver professional development to all staff	Assistant Superintendent for Special Programs	4	
Refine and proceduralize student placement practices across buildings.	Assistant Superintendent for Instruction Building Principals	4	
Increase academic opportunities for all students based on targeted needs.	Assistant Superintendent for Instruction Building Principals	4	