

Southwestern Central School District

Home of the Trojans



Blueprint for Excellence Strategic Plan

2026-2027

Adopted by the Southwestern CSD Board of Education on August 11, 2026.

Dear Members of the Southwestern School Community,

It has never been more important to be focused, aligned, and intentional in our work. We are very excited to share the results of our collaborative efforts to develop plans that will help us continue to grow and improve as we always strive for excellence. We will continue our work to align our teaching and learning strategies to the New York State Portrait of a Graduate. Everything we do will be through the lens of this new graduation requirement.

Our “Blueprint for Excellence” is the result of planning sessions that were held with our Board of Education, Leadership Team, staff, parents, and community members. We worked with feedback gathered from the community in the fall of 2023 as we developed a plan to help us continue growing and achieving excellence in all that we do. In August 2025 and July 2026, the Administrative Team met and updated this plan.

This plan will be the backbone for what we do. It will serve as a roadmap for our efforts to connect with each child and family, while also enhancing our connections as a school and a community. We’re in this work together and look forward to being your teammate in our continued effort to be a model school of excellence.

Thank you for your feedback and support. Your collaboration and teamwork make all the difference in the lives of children and in the district's success.

Sincerely,

*Molly Moore
Superintendent of Schools*

*Michael Carothers
President, Board of Education*

Table of Contents

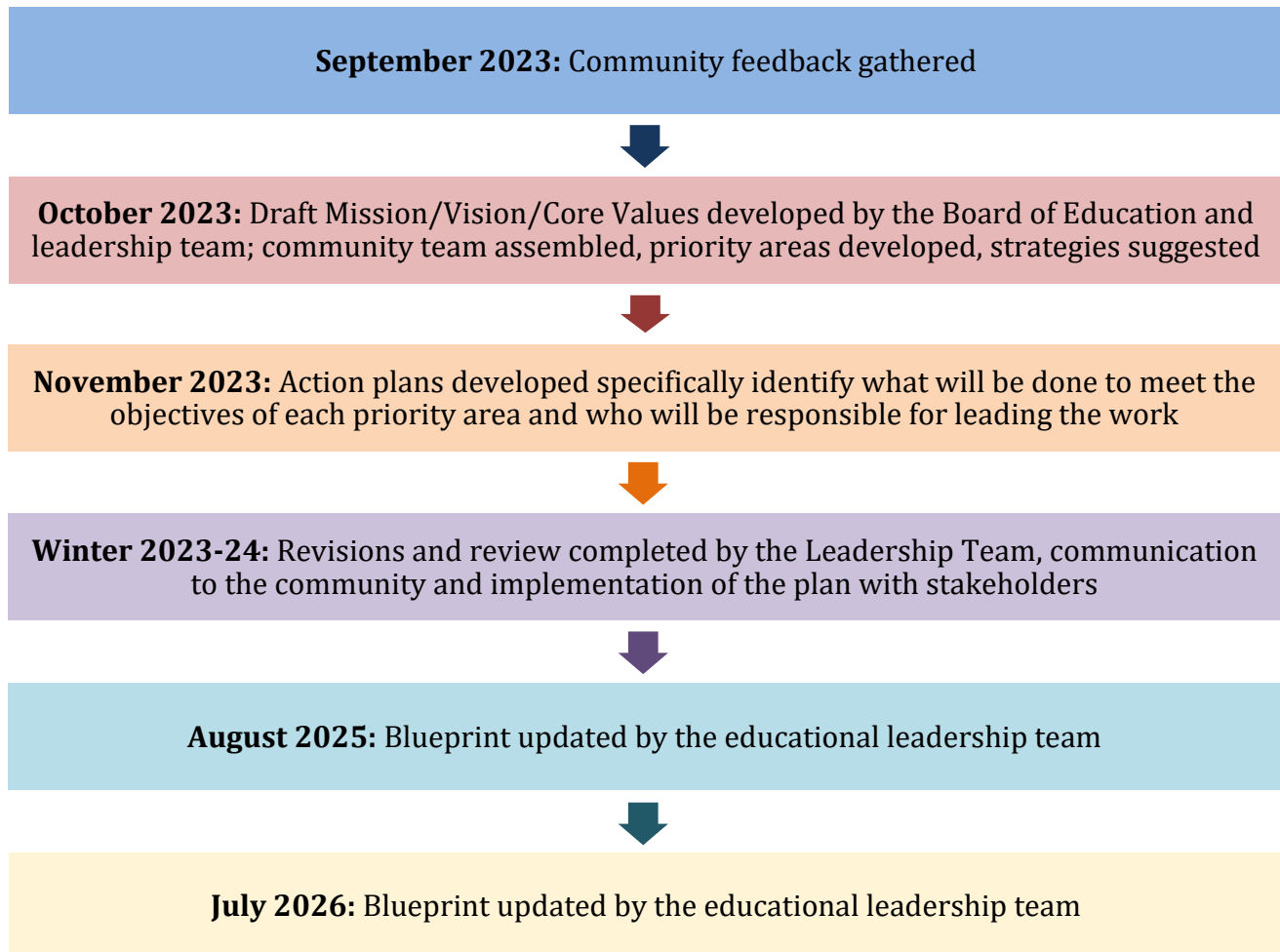
Introduction and Overview	3
Mission/Vision/Core Values	4
Priority Areas.....	6
Objectives & Strategies.....	7
Accomplishments.....	10
Accountability and Implementation Plan	11
Blueprint Committee Members	12

Process Introduction and Overview

Blueprint Planning is intended to:

- Involve all members of the school community and reflect their shared perspectives.
- Allow stakeholder representatives to review community feedback to clearly define the district's mission, vision, and core values.
- Engage a team in defining the priorities of the district and suggesting action steps to accomplish objectives.
- Facilitate action planning focused on identifying who, when, and how the work will get done.
- Provide the district with a road map that is transparent, accountable, and focused.
- Enable the district's efforts to innovate, allocate resources, and continuously grow in a coordinated, thoughtful, and aligned manner.
- Be an iterative, evolving, and ongoing process that builds from one year to the next while reflecting emerging needs and changing demands.

Steps in the Southwestern Planning Process:





Who We Are

At Southwestern, our shared core purpose, aspirations, and expectations are clear:

Our Mission

Learning for All: Engaging and Preparing for Future Success

Definition of Learning

Learning is an ongoing journey where students grow and build skills. Curious students work with caring teachers and staff who guide them through real-life, hands-on experiences. This helps students adapt to new challenges, succeed, and make a positive difference in their community.

Our Vision

Southwestern: A community providing comprehensive and relevant education that enables every student to achieve.

Our Core Values

To accomplish our mission and achieve our vision, we will:

- provide a physically, socially, emotionally safe and inclusive learning environment
- demonstrate passion for our work and commitment to our students
- always act with integrity, empathy, and acceptance
- hold each other and ourselves accountable for excellence in everything we do
- build mutually beneficial relationships with caregivers and community partners
- honor achievement and promote pride in ourselves, in our school, in our community, and in our region
- build and maintain rich traditions
- promote Trojan kindness for all

INTEGRITY, KINDNESS, CONNECTIONS, EXCELLENCE

Our District

The Southwestern Central School District serves approximately 1,350 students. Our district comprises three buildings. Southwestern Elementary School, which opened in September 2002, serves grades Pre-K-5; the Middle School, which serves grades 6-8, and the High School, which serves grades 9-12.

Employment in the district comprises 150 faculty members and 91 non-instructional personnel. There are principals at each of the three schools, with an assistant principal at the elementary and high schools.

The Southwestern Central School District is distinguished by a well-educated faculty that is committed to excellence. Parent and community participation and support are acknowledged as essential to maintaining an environment for effective learning.

Our Community

The Southwestern Central School District is located on the west end of the city of Jamestown, New York. Included in the district are the villages of Lakewood and Celoron, the Town of Busti, rural areas, and the suburban area of West Ellicott. Jamestown and the surrounding area comprise a population of approximately 67,000 people located 40 miles east of Erie, Pa., and 70 miles southwest of Buffalo.

People who work in professional, business, industrial, and agricultural occupations reside in the district. Transportation and housing facilities in the area are good, with a shuttle air service connecting Jamestown to Cleveland. A hospital and several clinics are in the area. There are many residential areas to suit owners' needs, all conveniently located near shopping and business districts, including a mall in Lakewood. There are approximately 50 houses of worship representing 19 denominations, providing a local abundance of churches for the population.

Year-round outdoor recreation abounds throughout the Chautauqua Lake area. Excellent hunting and fishing, along with many areas suitable for hiking and horseback riding, complement the fine golf courses, ski resorts, state parks, and the renowned Chautauqua Institution, which attracts world leaders in music, medicine, politics, journalism, and religion.

The National Comedy Center, Reg Lenna Civic Center, and Little Theatre offer entertainment year-round, and the area is home to several museums. Service clubs and fraternal organizations are active in the community, and the area is served by Jamestown Community College. Several four-year institutions of higher education are within a 70-mile radius.

The Southwestern Central School District community is an excellent place to live, both individually and as a family.

Our Leadership

Board of Education

Board of Education Members

Mr. Michael Carothers, President

Dr. Elizabeth Laczi, Vice President

Mr. Zachary Agett

Mr. Troy Durnell

Mr. Joshua Gesing

Mr. Kenneth Macdonald

Mr. Shane Uber

2026-2027 Ex-Officio Co-Student Members:

Lincoln Bockrath & Gracie Watkins

Administration

Molly Moore, Superintendent of Schools

Kaitlin Ring, Director of Instructional Services

Annette Rhebergen, School Business Official

Amy McCloskey, Director of Pupil Personnel Services

Matt Kindberg, High School Principal

Marielle Guido, Asst. High School Principal

Katie Miley, Middle School Principal

Mike Butler, Elementary School Principal

Sarah Peterson, Asst. Elementary Principal

Our Plan

We will improve academic outcomes for all students and ensure student engagement and achievement by strengthening our doc

umented Tier 1 curriculum, implementing evidence-based instructional strategies at all tiers, and aligning assessment and grading practices to essential learning standards and skills. Our goal is to ensure that all students reach our vision through instruction shaped by our guaranteed and viable curriculum, which is vertically and horizontally aligned. This enables teachers to provide consistent, rigorous learning goals for all students and enables students to set, monitor, and reflect on personal learning goals aligned with priorities. We strive to improve our system so that all instructional staff implement highly effective teaching practices to maximize student learning. Student learning is measured in multiple ways, and students receive meaningful feedback to improve their learning and content knowledge. Through the work of Professional Learning Communities, collaborative teams work together to ensure high levels of learning for all students through a multitiered system of support (MTSS) that focuses on high levels of learning.

We will improve academic outcomes for all students and ensure student engagement and achievement by enhancing communication with families about curriculum, learning, and safety. Thoughtful, intentional communication with families is critically important so they can understand what their children are learning and further support them. Regular family engagement and communication between home and schools improves student achievement and outcomes. Additionally, we will seek out and enhance partnerships with community members, businesses, and organizations. These ongoing partnerships strengthen student learning and offer opportunities for real-world experiences.

We will improve academic outcomes through professional learning for all staff. Through continued professional learning and opportunities for staff to learn from one another, teachers and staff grow in their practices. All instructional staff participate in research-based professional development, aligned with our Strategic Plan priorities, and receive support to effectively implement these practices. This prioritized professional learning increases our collective capacity, content knowledge, and effective use of current instructional strategies to meet the learning needs of all students. In addition, we will build the capacity of our academic system by ensuring that all non-instructional staff participate in professional development to continually improve the practices that support our students' learning.

We will improve academic outcomes by integrating all learning environment systems, structures, components, and processes in a fiscally sound district. The systems and processes that support our learning environment must be coherent, efficient, and aligned to our mission, vision, and core values. These systems include facilities that maximize the productivity of both students and staff.

Our Priority Areas 2026-2027

The Student Experience	Community Connections	The Staff Experience	Safe & Welcoming Environment
• Behavioral expectations • Advanced coursework/ academic rigor • Supervision • Alternative pathways • Learning for all • Mental health • Co-curricular opportunities	• Parent involvement • Communication • Connections with staff • Capital improvement planning • Partnerships w/ business & community organizations	• Community building • Professional learning communities • Effective instructional practices • Retaining & recruiting highly effective staff	• Positive culture & climate • Safety & security • Facility enhancements • Technology

Our Objectives and Strategies

The Student Experience

- Behavioral expectations
- Advanced coursework/ academic rigor
- Supervision
- Alternative pathways
- Learning for all
- Mental health
- Co-curricular opportunities

Priority Area 1: The Student Experience

Objective: Continue to improve SEL practices, expand exposure to regional occupational opportunities that lead and develop new pathways for students. Increase co-curricular activities that enhance the student experience for all students.

Strategies: to accomplish our objective, we will:	Who	When
Enhance Mental Health supports.	Building principals, Pupil Services, & counseling staff	Reviewed biannually in January and June
Find innovative ways to involve parents in their child's education. • Add parent involvement to each agenda	Administrative team, department chairs, team leaders, and grade-level chairs	Monthly
Provide experiences such as field trips to increase exposure to trades.	Departments in the middle school and high school Tech Integrator and GLC at the elementary school	Monthly
Promote rigor through College Connections, AP Courses, and STEAM course offerings for all students regardless of demographics.	Administrative team, department chairs, and counseling staff	January and June of each school year
Provide new, well-rounded opportunities for all students to participate in co-curricular and extracurricular activities.	Administrative team and instructional staff	Twice a year

Community Connections

- Parent involvement
- Communication
- Connections with staff
- Capital improvement planning
- Partnerships w/ business & community organizations

Priority Area #2 Community Connections

Objective: Improve communication with all staff, students, caregivers, and community members.

Strategies: to accomplish our objective, we will:	Who?	When?
Provide information about ParentSquare, email, and Social Media	Building Principals & Director of Instructional Services	Annually, at the beginning of each school year
Sustain community partnerships to provide a comprehensive and relevant education that leads to student success: JCC, YMCA, Prevention Works, Audubon, CCMH	Building principals, District staff, school counselors	January and June of each school year

The Staff Experience

- Community building
- Professional learning communities
- Effective instructional practices
- Retaining & recruiting highly effective staff

Priority Area #3 The Staff Experience

Objective: To become a renowned district where others want to work. Build connections and model “Trojan Kindness” within our community and classrooms. Build and promote an attitude of diversity, equity, & inclusion.

Strategies: to accomplish our objective, we will:	Who?	When?
Recruiting teachers early on, such as at the high school and college levels.	Leadership team	Ongoing
Provide resources for professional development/interests.	Director of Instructional Services Administrative team	Survey in spring, annually Monthly
Promote restorative practices to build connections that enhance student experiences.	Administrative team, counseling staff, and school psychologists	Ongoing
Set behavioral & academic expectations to increase student achievement.	Administrative team, department leaders, support staff	Ongoing

Safe & Welcoming Environment

- Positive culture & climate
- Safety & security
- Facility enhancements
- Technology

Priority Area #4 Safe and Welcoming Environment

Objective: Create a safe and comfortable learning and school environment.

Strategies: to accomplish our objective, we will:

Who?

When?

Review facilities planning documents and make recommendations based on highest area of need

Building principals,
Buildings and Grounds
Supervisor, Superintendent

Annually

Assess the social and emotional well-being of students
Administer and review results of Evaluative
Beings survey

Director of Pupil Services,
building principals

Three times a year

What We've Accomplished

Timeframe	Activity
December 2023-January 2024	1. Blueprint Plan Presented to the Community and Adopted by the BOE 2. Blueprint Plan “unpacked” and then shared with the faculty and staff. 3. Blueprint Plan unpacked with smaller groups.
Spring/Summer 2024	Blueprint implementation updates provided to the BOE, Community and Staff
2024-2025 Quarterly	Blueprint Updates provided to the BOE, Community and Staff
July, 2024	Blueprint Planning Day Held Plan Updated for 24-25
September 2025	By September 2025, successfully implement the Middle School Academic Lab Period
September 2025	By September 2025, provide all families with clear instructions and training opportunities on using Parent Square, email, and district social media, with at least one follow-up reminder midyear
September 2025	By September 2025, ensure all staff receive refresher training on safety procedures and inclusive practices to maintain a welcoming environment
Fall 2025	By Fall 2025, implement an in-house Alternative Education Program at the High School for struggling students
December 2025	By December 2025, analyze districtwide mathematics performance and develop an action plan for improvement
March 2026	By March 2026, conduct a staff interest and professional development needs survey and provide at least three PD offerings aligned with identified priorities.
June 2026	By June 2026, develop a comprehensive educator recruitment and retainment strategy and plan.
June 2026	By June 2026, expand school-based mental health supports by implementing at least one new SEL or wellness initiative in each building, with effectiveness reviewed in January and June.
June 2026	By June 2026, increase enrollment in advanced coursework (College Connections, AP, STEAM) by 15% across all student groups
June 2026	By June 2026, ensure that at least 95% of students in grades 7–12 participate in one or more co-curricular activities
June 2026	By June 2026, initiate development of Portrait of a Graduate
June 2026	By June 2026, analyze the effectiveness of the new Middle School Master Schedule
June 2026	By June 2026, develop committees and seek input from a wide range of teachers regarding the STEPS plan
June 2026	By June 2026, complete a review of facilities needs, prioritize areas to address, and develop a capital improvement plan
June 2026	By June 2026, administer a school climate survey through the use of ThoughtExchange
September 2026	By September 2026, implement the RTI@Work model as part of the NYS PLC Cohort Year Three

Our Next Steps and Accountability

Timeframe	Activity	Who
2026-2027 Quarterly	Blueprint Updates provided to the BOE, Community and Staff	Superintendent and Administrators
August 2026	Update Blueprint	Instructional Admin Team
September 2026	Blueprint reviewed and adopted by BOE	BOE
Quarterly for 2026-2027 school year	Blueprint presented to faculty Blueprint accountability – action steps reviewed by Admin team and presented to BOE for update	Building Administrators Admin team and BOE

Timeline	Priority Area 1: The Student Experience
Fall 2026	For the 2026-2027 school year, develop a quarterly wellness survey to assess the academic and social-emotional well-being of students enrolled in the Alternative Education Program.
June 2027	For the 2026-2027 school year, evaluate the Algebra for All program. At least 80% of all students will pass the Regents exam and the course.
June 2027	For the 2026-2027 school year, increase enrollment in advanced coursework (College Connections, AP, STEAM) by 5% across all student groups.
June 2027	By June 2027, provide every student in grades 4–12 with two career/trade-related experiences annually (field trips, job shadowing, or virtual tours).
June 2027	Incorporate Portrait of a Graduate attributes into the elementary Trojan Way as essential academic behaviors
June 2027	Increase opportunities for inquiry-based learning in elementary school through collaboratively planned, NYS standard-aligned, project-based, activities in the Makerspace

Timeline	Priority Area #2 Community Connections
June 2027	Create a master list of all districtwide community partnerships and develop a plan to promote internal and external awareness of these partnerships
June 2027	By June 2027, continue to build connections with the High School PTO
June 2027	By June 2027, develop an interest survey for community organizations for a middle/ high school job fair
June 2027	Update the school website – to make it more user-friendly for all stakeholders – ensure the website meets ADA Compliance

Timeline	Priority Area #3 The Staff Experience
June 2027	By June 2027, identify, define and communicate consistent behavioral and academic expectations in all buildings.
June 2027	For the 2026-2027 school year, re-introduce survey about current APPR trends and present to all faculties.
June 2027	Engage in Year 4 of the NYS PLC Cohort Year 4 and Engage in Year 2 of Modern Learners (Portrait of a Graduate)
June 2027	Develop an instructional playbook through collaborative means.
June 2027	For the 2026-2027 school year, evaluate effectiveness of Elementary, Middle and High School Academic Interventions in math through common formative assessments and progress monitoring For 2026-2027 school year, evaluate needs of the Middle School reading interventions

Timeline	Priority Area #4 Safe and Welcoming Environment
September 2026	Implement the Raptor Visitor Management System
September 2026	Create and implement a substitute teacher & aide orientation at the beginning of the academic school year (3 times per year)
September 2026	Develop a list of events throughout the district that require the SRO's presence and share it and admin and the SRO.

2023-2024 Blueprint Team

Jade Barber
 Scott Cooper
 Vita Damon
 Maureen Donahue
 Kurt Gustafson
 Declan Kennedy
 Tracey Keppel
 Matt Kindberg
 Gretchen Lindell
 Laury Marshall
 Amy McCloskey
 Katie Miley
 Molly Moore
 Danielle Patti

Sarah Peterson
 Tammy Peterson
 Tom Priester
 Taylor Putney
 Lori Radack
 Kaitlin Ring
 Danielle Ross
 Sarah Rounds
 Rich Rybicki
 Mike Seastedt
 William Smock
 Charlie Stafford
 Katie Weilacher
 Connor Young

Revised 2026-2027 Blueprint

Updated by Southwestern CSD administrators with valuable input from our stakeholders.