



# **Blueprint for Excellence**

## **Strategic Plan**

**2024-2025**

*Dear Members of the Newark Valley School District 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 to continue growing and improving as we always strive for excellence.*

*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 as we developed a plan that will help us continue to grow and achieve as we strive for excellence in all that we do.*

*This plan will be the backbone for our work. It will serve as a roadmap in our efforts to connect with each child and family while 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 the success of the district.*

*Sincerely,*

*Timothy M. Calice  
Superintendent of Schools*

*Randal H. Kerr  
President, Board of Education*

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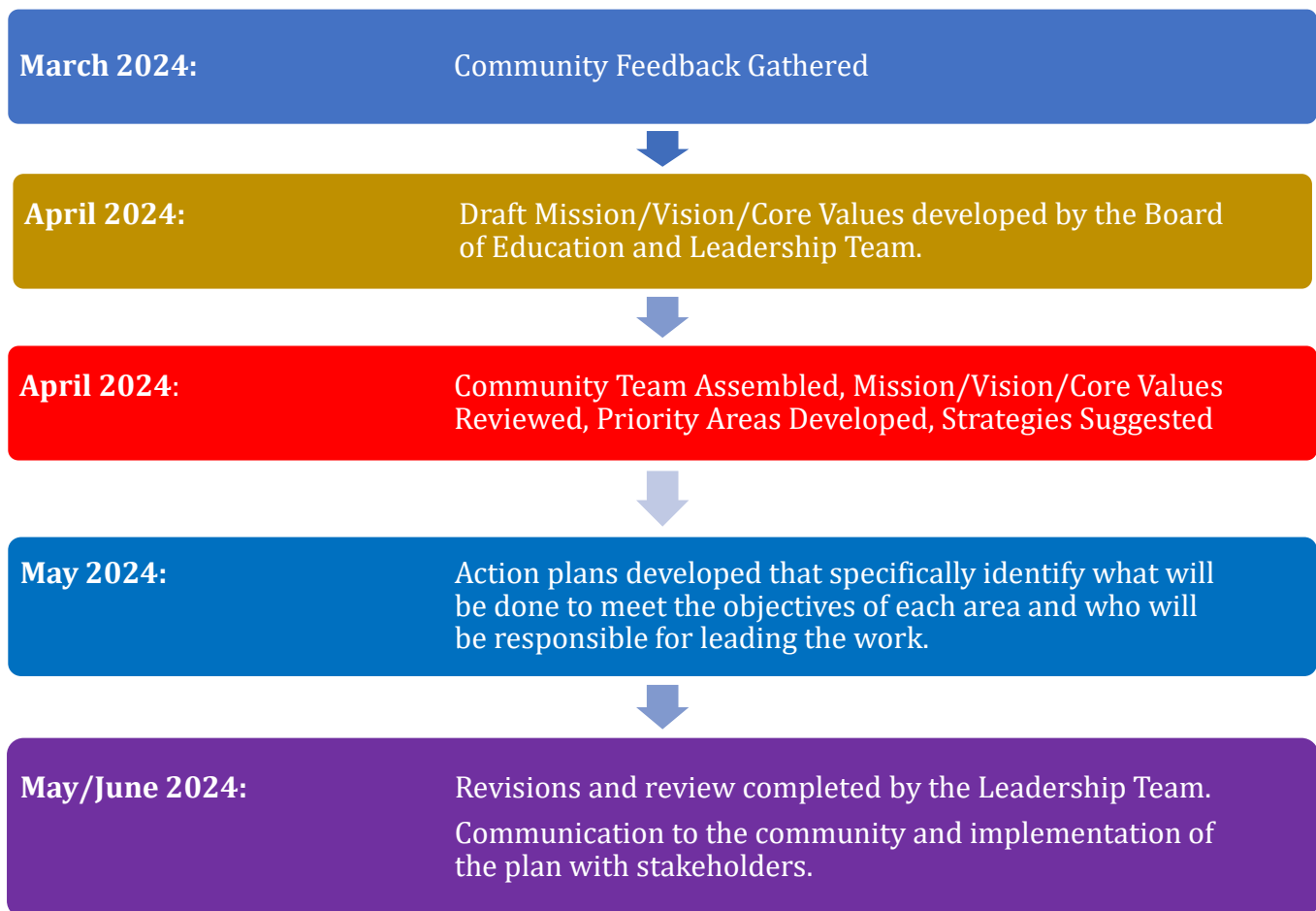


## Overview and Introduction

**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 Newark Valley CSD Planning Process:



## Our District

The Newark Valley Central School District, nestled in the picturesque town of Newark Valley, New York, is a beacon of educational excellence serving students from diverse backgrounds. With a rich tradition of fostering academic achievement, the district offers a comprehensive curriculum tailored to meet the needs and aspirations of every learner. Dedicated educators inspire a culture of innovation, critical thinking, and collaboration, preparing students to thrive in an ever-changing world. Committed to nurturing both academic and personal growth, Newark Valley Central School District is an engaging community where students are empowered to reach their full potential.

## Our Community

The community surrounding the Newark Valley Central School District exudes small-town charm and tight-knit camaraderie. Located amidst the rolling hills and picturesque landscapes of upstate New York, residents embrace a spirit of unity and pride, actively supporting local businesses, community events, and cultural traditions. With a strong emphasis on family values and community involvement, Newark Valley is a welcoming enclave where neighbors come together to celebrate achievements and support one another in times of need. Surrounded by natural beauty and imbued with a sense of history, the Newark Valley community offers a tranquil yet vibrant setting for families to thrive and forge lasting connections.

## Plan Overview

The Newark Valley Central School District's Blueprint for Excellence centers on empowering students for success through authentic experiences. Their vision is to be innovative leaders in nurturing every child's journey toward excellence. The district's core values include fostering a caring environment, promoting respect, citizenship, collective responsibility, and a growth mindset. They emphasize positivity, personalized support, collaboration, compassion, and continuous improvement. The district's priorities and goals focus on connections with the community, and efficient operations to promote academic excellence while enhancing the student experience through instruction, collaboration, and direct application (hands-on-experiences).



**Mission****Vision****Core Values**

Successful organizations clearly define their purpose, what they need to become to fulfill their purpose and how they operate or behave. These are commonly known as their mission, their vision, and their core values.

Through the Blueprint Planning Process, the school community affirmed why we exist, what happens in the organization when we are working towards the mission and what behaviors should be evident from individuals and the organization as a whole. The following statements constitute our updated mission, vision, and core values.

**Mission Statement:**

We empower every student to reach their full potential and make meaningful contributions to society by offering diverse pathways and opportunities for success.

**Vision Statement:**

We will care for each child by prioritizing learning in all activities while creating a safe, innovative, and engaging environment for all.

**Core Beliefs:** *We believe that we will accomplish our mission and realize our vision if we consistently focus on and embody our core beliefs:*

**Student-focused:** Prioritizing the needs, interests, and well-being of students in all aspects of education, curriculum, and support services.

**Perseverance:** The steadfast pursuit of goals or objectives despite obstacles or difficulties encountered along the way.

**Integrity:** Consistency between one's actions, words, and values, characterized by honesty, fairness, and moral uprightness.

**Collaborative:** Involving the cooperative efforts of individuals or groups working together towards a common purpose or goal.

**Character:** The moral and ethical qualities that define an individual's identity, guiding their behavior and interactions with others.

**Respect:** Showing consideration, esteem, and appreciation for oneself and others, acknowledging the inherent worth and dignity of every individual.

**Responsibility:** Accountability and conscientiousness in fulfilling obligations, duties, or commitments with diligence and integrity.

**Citizenship:** Active participation and engagement in civic duties, responsibilities, and activities within one's community or society.



## Priority Areas

Based on community feedback and initial planning by the Board of Education and Leadership Team, the following areas were identified as priorities to be focused on in order to fulfill the mission of the district. A district goal has been developed for each area.

### Connected and Supportive Community

- **Goal:** We will focus on connections and collaborations between the community, home and school to improve student achievement.

### The Student Experience

- **Goal:** We will provide educational and extracurricular opportunities in a secure environment for all students to prepare them for their preferred future.

### Operations

- **Goal:** We will optimize district operations for enhanced efficiencies and student success.



## Action Plans

The following plans have been developed to guide the actions the district takes in order to accomplish the objectives in each priority area. Each action step represents a strategy for meeting an objective. A timeframe has been established and the parties listed are primarily responsible for leading the work.

### Priority 1: Connected and Supportive Community

**Goal:** We will focus on connections and collaborations between the community, home, and school to improve student achievement.

Action Steps:	Person/People Responsible	Timeframe
Create and provide opportunities for parents/community members to volunteer in our school community and incorporate volunteer opportunities for our students.	Principals	On-going
Develop a system for more timely notification of information using the NVCS D App as well as bi-weekly emails for upcoming district events and opportunities.	Superintendent	Fall 2024
Meet with PTS officers to develop strategies to increase active membership and to establish a district wide PTS.	Principals PTS Officers	2024-2025
Develop and implement parent education opportunities, to support parents and to provide guidance on how to support current and future children and their school experience at home.	Executive Principal & SST	2024-2025
Research and begin the process of applying to become a Community School.	Executive Principal	2024-2025



## Priority 2: The Student Experience

**Goal:** We will provide educational and extracurricular opportunities in a secure environment for all students to prepare them for their preferred future.

Action Steps:	Person/People Responsible	Timeframe
Evaluate current course offerings, programs, curricula, and instructional practices to ensure we are providing students with opportunities to prepare them for their preferred pathways.	Leadership Team	On-going
Collaborate with regional partners and organizations to provide diverse and enriching educational experiences.	Principals	On-going
Prioritize 21st Century skills with a focus on developing communication, interpersonal, and soft skills.	Leadership Team	2024-2025
Establish procedures and processes to identify opportunities to broaden student understanding of post-secondary opportunities beyond and within Newark Valley (bring in alumni, Graduate Hall of Fame, career awareness and exploration, work-based learning, internships).	Principals & School Counselors	2024-2025
Explore opportunities to continue summer programs and after-school activities.	Principals	2024-2025
Improve literacy rates with targeted, evidence-based interventions and instructional practices necessary for academic growth.	Director of Curriculum Instruction	2024-2025
Implement a formal Multi-Tiered System of Support Process (MTSS) – prioritizing behavior, social emotional learning and character education. .	Executive Principal & SST	2024-2025





### Priority 3: Operations

**Goal:** We will optimize district operations for enhanced efficiencies and student success.

Action Steps:	Person/People Responsible	Timeframe
Research and pursue grant opportunities to acquire resources.	Executive Principal	On-going
Investigate opportunities for new digital signs at both campuses HS/ NTH/ MS (digital).	Director of Facilities	Summer 2024
Create a district-wide code of conduct committee to research current codes of conduct and make recommendations to the leadership team on NV code of conduct updates and appropriate student/staff training.	Executive Principal	Fall 2024
Create a committee to conduct a study of bus routes, building master schedules and start times with a focus on finding time to increase staff collaborative time and student activities.	Director of Transportation Executive Principal	Fall 2024
Develop a system to ensure academic success for students participating in athletics/extra-curricular activities.	Principals & Athletic Director	Fall & Winter 2024-2025
Explore opportunities to supplement and improve school meals.	Superintendent & Food Service	2024-2025

### Accountability and Implementation Plan

What gets measured, gets done. It is important to stay focused on the work at hand and to hold each other accountable for achieving outcomes. In the spirit of transparency, diligence to the task at hand and sharing our progress as a team, the following schedule has been developed for regular reporting on progress in working towards objectives.

Timeframe	Activity	Who
May/June, 2024	Blueprint Plan Presented to the Community and Adopted by the BOE	Superintendent, BOE
September, 2024	<ol style="list-style-type: none"> <li>1. Blueprint Plan “unpacked” and shared with the faculty and staff.</li> <li>2. Blueprint Plan unpacked with smaller groups.</li> </ol>	Superintendent  Principals
2024-25 Quarterly	Blueprint Updates provided to the BOE, Community and Staff	Superintendent and Administrators
February/March, 2025	Blueprint Budget Recommendations Made Blueprint Expenditures Finalized	Superintendent and Administrators
June, 2025	Final Report Blueprint Updates provided to the BOE, Community and Staff	Superintendent and Administrators
July, 2025	Blueprint Planning Day Held  Plan Updated for 25-26	BOE Superintendent Administrators Staff Community Members



## District Leadership Team

### Board of Education

Randal H. Kerr, President  
Susan Watson, Vice President  
Sarah Hines  
Lisa Jensen  
James Phillips  
Anthony D. Tavelli  
Stuart Wandell

### Administration

Timothy Calice, Superintendent  
Ji Katchuk, School Business Administrator  
Todd Schaffer, Executive Principal  
Edward Mertson, HS Principal  
Gregory Asfoury, Middle School Principal  
Robert Rodgers, NTH Principal (current)  
January Pratt, NTH Principal (July 1<sup>st</sup>)  
Jami Fabrizio, Director of Special Education  
Valerie Murtha, Dir. of Curriculum, Data & Tech.  
Gary Hoskins, Director of Buildings and Grounds  
Randy Zukowski, Supervisor of Transportation  
Scott Wandell, Athletic Director

## *2024 Blueprint Team*

Shelby Beach, parent  
Vickie Bigelow, staff member  
Terri Bird, parent  
Carrie Bohne, parent/staff member  
Beth Borgna, staff member  
Brittany Bush, staff member  
JoAnn Byrne, staff member  
Melissa Carswell, parent  
April Chapman, parent  
Andrea Churchman, staff member  
Molly Dennis, parent  
Shawna Dougher, parent  
Tina Engelhard, staff/community  
Katherine Guiles, staff/community  
John Haney, parent  
Kirstie Hardenstine, parent/staff/community  
Jenn Hazelton, parent  
Wendy Hoaglin, parent  
Stacy Hoyt, staff/community

Nikole Hurlbert, community member  
Kate Krasileva, community member  
Jillian McEvoy, parent  
Renee Mele, parent/staff/community  
Grace Merrill, community member  
Amy Mertson, community member  
Kenny Moat, community member  
Robin Novi, community member  
Erin Paczkowski, parent  
Marisa Potter, staff member  
Laura Rackett, parent  
Lindsay Rhinehart, staff/community  
Amanda Rice, parent  
Andrew Roberts, staff member  
Ciara Scheiss, community member  
Greg Schweiger, staff member  
Ashley Stauder, parent/staff/community  
Matt Tomazin, parent  
James Tornatore, community member