

GREENWOOD LAKE UNION FREE SCHOOL DISTRICT
P.O. BOX 8
GREENWOOD LAKE, NY 10925

STRATEGIC EDUCATION PLAN

2014 - 2019

Adopted March 19, 2014

GREENWOOD LAKE UNION FREE SCHOOL DISTRICT
STRATEGIC EDUCATION PLAN – INSTRUCTIONAL PROCESS

Target Area: CURRICULUM

Goal: To define and implement curriculum K-8 that aligns with the Common Core Standards and GWLUSD exit outcomes.

Objectives	Current Situation	Desired Outcomes	Action Plan	Assessment	Planned Date of Completion	Who is Responsible	Fiscal Impact
1.) Develop a written curriculum in all areas that incorporate the Common Core Standards.	<ul style="list-style-type: none"> •Local curricula is limited •Curriculum modules from State exist •Skills strands from State exist 	Curricula in all areas are developed that incorporate local expectations with modules and strands from NY State.	Grade levels work to develop their respective curriculums.	Curricula is written documented and utilized	2013-2015	Director of Curriculum	Printing of materials. Occasional release time for staff
2.) Ensure that the completed curriculums are available for all staff and communicated to parents in a multi-media approach.	Curriculums are not in place.	<p>Curricula is completed.</p> <p>Curricula is made available to all staff and posted on website for parents utilizing multi-media approach.</p> <p>Parent version of curriculum might for each grade level held.</p>	<p>Grade levels to complete curricula.</p> <p>Paper copies and on-line copies made available for staff.</p> <p>Curricula posted on website for parents.</p>	Curricula is developed, produced and posted	2013 - 2015	Director of Curriculum Building Principals Instructional Technologist Specialist	Minimal
3.) Develop exit outcomes, thus defining what the GWLUFSD graduate would know and be able to do.	General guidelines for grade levels exist, but true exit outcomes do not exist.	Exit outcomes are created for the end of the 8 th grade level.	<p>M.S. Staff to discuss with principal.</p> <p>Principal & 8th grade staff to finalize consistent with NYS standards.</p>	Exit outcomes are developed	2013-2015	Building Principal Director of Curriculum Superintendent of Schools BOE	Minimal

GREENWOOD LAKE UNION FREE SCHOOL DISTRICT
STRATEGIC EDUCATION PLAN – INSTRUCTIONAL PROCESS

Target Area: INSTRUCTION

Goal: To develop instructional practices that will enhance student learning to the highest standards.

Objectives	Current Situation	Desired Outcomes	Action Plan	Assessment	Planned Date of Completion	Who is Responsible	Fiscal Impact
1.) Identify, develop and implement varied instructional practices that will address student learning styles and enhance student learning.	Instructional practices vary greatly. Some are research based and some are not.	Increase the instructional effectiveness of all staff. Increase student learning and performance on State exams.	Access current practice. Study research based methodologies. Provide professional development in new areas as needed.	Teachers utilize more research based strategies for instruction. Student performance on State exams.	ongoing	Director of Curriculum Building Principals	Professional Development Materials & supplies
2.) Study the concept of offering foreign language instruction at an earlier age/grade level.	Spanish & Chinese offered at grades 7 & 8.	Foreign language formally begins in grade 4. Exposure to foreign language and differing cultures occurs in grades 2/3	Examine the pros and cons of offering foreign language at an earlier age. Study utilization of the Rosetta-Stone program.	Ensure that concept is studied Spanish K - 8	2015 - 2016	Superintendent	Study cost will be minimal. Implementation would likely require a new staff member
3.) Provide enrichment and more challenging opportunities for students. Study possibility of every student taking at least one enrichment class.	Honors classes exist in grades 7-8. A few other enrichment opportunities are available.	More honor classes are offered. More challenging enrichment opportunities are offered.	Review of current offerings. Recommend new initiatives	Study occurs. The programs are implemented.	Ongoing	Director of Curriculum Building Principals	Costs will vary.
4.) Study the concept of implementation of a pre-K program in the District.	No school based program exists.	Initiate a pre-K program for all GWL children, aged 4.	Discuss at BOE level Create an exploratory committee to examine concept.	Committee report and recommendations	2015 Explored 2017	Superintendent	To be determined

GREENWOOD LAKE UNION FREE SCHOOL DISTRICT

STRATEGIC EDUCATION PLAN – INSTRUCTIONAL PROCESS

Target Area: ASSESSMENT

Goal: To raise academic achievement levels for all students K-8.
To raise student performance on State exams, in grades 3-8, to within the top 15% of the State.

Objectives	Current Situation	Desired Outcomes	Action Plan	Assessment	Planned Date of Completion	Who is Responsible	Fiscal Impact
1.) To study the current Honor Roll and grading system and amend as needed.	High percentage of students make Honor Roll in District. No consistent grading policy in place.	Unified grading systems developed at each grade level. Expectations rise on students that qualify for Honor Roll.	Discuss with faculty, administration and BOE. Implement changes	Analysis completed Changes addressed	2013 - 2014	Superintendent Director of Curriculum Building Principals	Will vary
2.) To raise student performance levels of all students K-8.	Student performances is mixed.	Students perform better on all local and state exams. Fewer students score at levels 1&2 on State exams.	Test data analyzed. Curriculum created. Instructional practices enhanced. Results monitored and adjustments made.	All tasks are completed. Student performance rises	Ongoing	Superintendent Director of Curriculum Building Principals	Will vary
3.) To raise student results on all State exams.	District scores slightly above County and State averages. District performs poorly against "like" schools.	Students in grades 3-8 improve standardized test results. Students in grades 3-8 score in the top 15% of the State on overall District performance.	Test data analyzed. Curriculum created. Instructional practices enhanced. Results monitored and adjustment made.	All tasks are completed. Grades 3-8 test results improve.	Ongoing	Superintendent Director of Curriculum Building Principals	Will vary

GREENWOOD LAKE UNION FREE SCHOOL DISTRICT
STRATEGIC EDUCATION PLAN – INSTRUCTIONAL PROCESS

Target Area: INSTRUCTIONAL TECHNOLOGY

Goal: To integrate technology throughout the entire school district organization.

Objectives	Current Situation	Desired Outcomes	Action Plan	Assessment	Planned Date of Completion	Who is Responsible	Fiscal Impact
1.) Ensure that the use of technology is effectively integrated into all aspects of the District's educational and operational actions.	District has made a nice commitment in this area. Technology infused throughout District. Technology Plan in place.	Continual commitment to technology upgrades and utilization. Staff are reasonably well trained in technology use both operationally and instructionally.	Assess needs. Train personnel Utilize technology	Tasks are completed	Ongoing	Instructional Technology Teacher	Will vary
2.) Ensure that our students are literate and proficient in technology skills.	Technology evident throughout schools. Courses and clubs are available.	Students are proficient in all modern technology uses and applications.	Assess offerings and resources. Train personnel Incorporate technology into students' everyday lives.	Tasks are completed	Ongoing	Instructional Technology Teacher	Will vary
3.) Create future classrooms that are technology based.	Experimental classrooms are being considered. None currently exist	Expand offerings through Distance learning. Create classrooms that revolve around technology utilizations. Purchase "chrome books" or other technology tool for all students in grades 6-8.	Study options available. Seek volunteers Implement	Tasks are Completed	Ongoing	Instructional Technology Teacher PLTW	Will vary
4.) To fully prepare for the State initiated PARCC on-line testing for students.	District has some computers for testing but not enough.	To be fully prepared to test a full grade level at one time, on required computers.	Analyze existing technology. Purchase computers and establish labs as needed.	District will be able to comply with mandate.	2014-2015	Director of Curriculum Assistant Superintendent for Business	Cost of new computers and accompanying costs.. N/A

GREENWOOD LAKE UNION FREE SCHOOL DISTRICT

STRATEGIC EDUCATION PLAN – INSTRUCTIONAL RESOURCES

Target Area: STAFF DEVELOPMENT

Goal: To establish a staff development program, for all employees, that maintains, supports and enhances the educational program.

Objectives	Current Situation	Desired Outcomes	Action Plan	Assessment	Planned Date of Completion	Who is Responsible	Fiscal Impact
1.) Continue the practice of providing both in-house and outside the district professional development opportunities	1/2 and full day in-house superintendent conference days are held. Employees are allowed to attend outside the district conferences	Targeted professional growth activities occur that improve teachers effectiveness and student learning.	Identify priority areas for staff development each year. Implement in-house professional development offerings.	Priorities are identified. Programs are offered	Annual	Superintendent Director of Curriculum	Will vary
2.) Enhance the employee peer sharing of best practice efforts.	Sharing of best practices is limited.	More sharing of best practices occurs at and between the various grade levels.	Faculty meeting discussion occurs in topic. Grade level meetings are utilized to increase dialogue.	Topic is addressed. More sharing of best practices occurs.	Ongoing	Building Principals	None
3.) Common Core learning standards are understood and implemented by all.	District is at beginning stages of learning about standards, modules and skill strands.	Teachers and administrators fully understand the core standards, modules and skill strand. The modules, skill strands and local curricula are fully implemented.	Faculty discussions. Staff development days cover topics. Ongoing discussion as components are implemented.	Standards, modules and skill strands are all implemented.	2013 - 2015	Superintendent Director of Curriculum Building Principals	Will vary

GREENWOOD LAKE UNION FREE SCHOOL DISTRICT

STRATEGIC EDUCATION PLAN – INSTRUCTIONAL RESOURCES

Target Area: HUMAN RESOURCES

Goal: To employ and maintain superior personnel within the District.

Objectives	Current Situation	Desired Outcomes	Action Plan	Assessment	Planned Date of Completion	Who is Responsible	Fiscal Impact
1.) Refine the process for hiring, recognizing and retaining superior personnel.	Some processes are in place. More training is needed.	Outstanding personnel are hired, retained and recognized for their efforts. Continual efforts are made to improve employee performances. Employees with poor performances are terminated.	Study processes. Address areas of concern. Provide further training. Monitor closely.	Processes are defined. Quality of employees' performance rises.	2013 - 2014 Ongoing	Superintendent All administrators	Will vary
2.) Personnel in the district are maintained at a level capable of producing outstanding results but is fiscally responsible.	District is well staffed for its size.	Staffing levels are better than average for achieving outstanding results.	Evaluate staffing levels in all departments. Add or eliminate positions as appropriate.	Evaluation of staffing occurs. Actions are taken as per the evaluation results.	Ongoing	Superintendent Assistant Superintendent for Business Building Principals	Will vary
3.) Re-establish Human Resource responsibilities and materials to the Office of the Superintendent.	Many parts of this function are located in the business office.	Staffing matters, certifications, and other employee personnel file information needs to be restored to the Superintendent's Office	Consider BOCES Coser support for one year to help with transition.	Appropriate components of Human Resources are in place in Superintendent's Office.	2014-2015	Superintendent Assistant Superintendent for Curriculum, Instruction & Technology	TBA

GREENWOOD LAKE UNION FREE SCHOOL DISTRICT

STRATEGIC EDUCATION PLAN – INSTRUCTIONAL RESOURCES

Target Area: SUPPORT SERVICES

Goal: Provide appropriate and purposeful support services and programs to meet the needs of all students.

Objectives	Current Situation	Desired Outcomes	Action Plan	Assessment	Planned Date of Completion	Who is Responsible	Fiscal Impact
1.) Evaluate the current level of support services offered.	District appears to be well staffed with support services personnel	To ensure that appropriate support programs and personnel are in place.	Evaluate current program and positions add or delete positions as appropriate.	Employee feedback	Annual	Superintendent	Will vary
2.) Effectively communicate with families regarding services available, both inside and outside the district.	Some communication occurs, more on an as needs basis.	All resources are communicated to parents in writing and on websites. School personnel advise parents on all services available.	Prepare listing of services available. Communicate with parents.	List is prepared. Offerings are communicated.	Annual	Superintendent Director of Curriculum Building Principal	Will vary
3.) Provide excellent opportunities for the education of our students in grades 9-12.	Students have a choice of attending one of three high schools: Chester, Tuxedo, or Warwick.	To continue to provide quality educational opportunities for students in grades 9-12, that is affordable to the community-at-large.	Monitor/evaluate existing options Either continue or amend as necessary	Parent feedback Community feedback Administrators monitoring	Annual	Superintendent Assistant Superintendent for Business BOE	Will vary
4.) To evaluate the current Response to Intervention Program. (R.T.I.) and modify as needed.	Program exists but needs to be improved.	Upgraded program that meets the needs of all students with academic needs.	Committee of teachers and administrators to review	Committee report and findings	June 2014	Director of Curriculum Principals	To be determined

GREENWOOD LAKE UNION FREE SCHOOL DISTRICT

STRATEGIC EDUCATION PLAN – INSTRUCTIONAL ENVIRONMENT

Target Area: SCHOOL CLIMATE

Goal: To create an outstanding school climate that is safe, nurturing and welcoming.

Objectives	Current Situation	Desired Outcomes	Action Plan	Assessment	Planned Date of Completion	Who is Responsible	Fiscal Impact
1.) Review and institute building specific safety & emergency plan.	Plan in place. Need to monitor regularly.	Plans are updated as needed. Drills are performed. Adjustments are made as needed.	Safety Committees review plans and meets regularly on safety items. Adjustments are made as needed.	Plans are in place. Drills are completed.	ongoing	Principals and SafetyCoordinator	Will vary
2.) Create an environment that nurtures and models a respect for diversity, social conscience, differing view points and civil behavior among all constituents	School environments are in reasonably good shape.	A model school and community environment is created.	Committee established to review and develop action plan.	Incidents of student misconduct decrease. Incidents of public discontent decrease.	ongoing	BuildingPrincipals	Will vary
3.) Create a health and wellness program for students and staff.	A few offerings exist, but no complete program.	Health and wellness program developed for students and staff.	Create Wellness Committee Committee to initiate efforts.	Plans are developed. Plans are implemented. Student & staff wellness improve.	ongoing	BuildingPrincipals in conjunction with Superintendent	Will vary
4.) Create a school district atmosphere among students and staff that “anything is possible”.	District’s morale and successes are limited	Students and employees are proud of district and believe the full potential of everyone can be achieved.	Numerous efforts need to be initiated as all levels of the District	Blue ribbon status is achieved. N/A	ongoing	All in District	Will vary

GREENWOOD LAKE UNION FREE SCHOOL DISTRICT

STRATEGIC EDUCATION PLAN – INSTRUCTIONAL ENVIRONMENT

Target Area: PARENTAL INVOLVEMENT

Goal: To increase the effectiveness and participation of parents and community members in school programs.

Objectives	Current Situation	Desired Outcomes	Action Plan	Assessment	Planned Date of Completion	Who is Responsible	Fiscal Impact
1.) Establish a program that enhances the ability and opportunity for parents & community members to work as "Partners in Education" with our schools.	Parent & community involvement varies	Establish a formalized "Partners in Education" program which, will increase parent/ community participation.	Faculty discussion on what services are needed. PTSA discussion on what they want and can offer.	"Partners in Education" Program established. N/A	Ongoing	Building Principals	Minimal
2.) Effectively communicate the school programs that parents and community residents would be welcomed and encouraged to attend.	Community is generally encouraged to attend events.	Enhance communications to parents and community members. Increased attendance by residents at school events.	Building principals and superintendent to enhance communications to public: <ul style="list-style-type: none"> • newsletters • Web Page • etc. 	Increased communication is evident. More people involved in events.	Ongoing	Principals and Superintendent	Minimal cost of newsletters, etc.
3.) Provide outreach educational programs for parents through a variety of vehicles – web based, and in-person effort.	Limited outreach programs are offered. Exploring options with Cornell Cooperative Extension.	1.) Assess current offerings 2.) More outreach programs are offered.	School administration And PTSA to develop offerings	More outreach programs are offered.	Ongoing	Building Principals	Will vary
4.) Improve outreach efforts to service organizations and municipal leaders.	Minimal outreach is evident to community groups.	1.) More community groups and organizations are brought into the schools. 2.) More students and school based personnel are involved in community programs.	School administration and PTSA to develop connections between schools and community.	More groups are brought into schools. School members are more involved in community activities.	Ongoing	Principals	Will vary

GREENWOOD LAKE UNION FREE SCHOOL DISTRICT

STRATEGIC EDUCATION PLAN – INSTRUCTIONAL ENVIRONMENT

Target Area: EXTRA-CURRICULAR ACTIVITIES

Goal: To increase the opportunities for actual student participation in extra-curricular activities.

Objectives	Current Situation	Desired Outcomes	Action Plan	Assessment	Planned Date of Completion	Who is Responsible	Fiscal Impact
1.) Enhance the opportunities for extra-curricular clubs and activities for students K-8.	Clubs and activities exist and are increasing	Review current clubs & activities. Implement more in areas needed.	Current programs reviewed, evaluated & realigned. Eliminate poorly attended programs. Create new offerings.	Principal assesses program. Form created to help assess club activity.	Review annually. New proposals submitted in January for budget.	Building Principal	\$1,500 - \$2,000 per club
2.) Create more challenging and enrichment based programs.	Some enrichment programs are offered. Some Honors Programs are offered.	Establish more enrichment based and challenging program.	Review current offerings. Develop and propose relevant new offerings	Principal assesses programs.	New proposals submitted in January for budget.	Building Principal	Will vary

GREENWOOD LAKE UNION FREE SCHOOL DISTRICT
STRATEGIC EDUCATION PLAN – OPERATIONS AND FACILITIES

Target Area: FINANCE

Goal: To create and maintain a financial plan that balances the educational needs of the District with the community's ability and willingness to support it.

Objectives	Current Situation	Desired Outcomes	Action Plan	Assessment	Planned Date of Completion	Who is Responsible	Fiscal Impact
1.) Create fiscally responsible budgets.	District has budget development process in place. Financial status is currently very good.	A fiscally sound budget is developed and approved annually. Budget is under budget cap.	BOE, administrators, staff and community involved in budget development process	Voters approve budget and budget year ends in "black"	Ongoing	BOE Superintendent Assistant Superintendent for Business	Will vary
2.) Create and finance various reserve funds.	Reserve funds currently exist and are funded.	Reserve funds are maintained. Reserve funds are utilized as special needs arise.	Assistant Superintendent for Business & Superintendent and BOE to develop and present to voters as needed.	Voters approve accounts funded. Accounts utilized as needed.	Ongoing	Superintendent Assistant Superintendent for Business	None
3.) Seek alternative funding opportunities to help support and enhance the educational programs.	Some alternative sources are pursued.	Increase reserve to district. Competitive grants are secured.	Grants written and/or other revenue sources are pursued.	Grants received. Alternative revenues are obtained.	Ongoing	Superintendent Assistant Superintendent for Business	Should bring more money into district
4.) Create an Educational Foundation for the purpose of supplementing programs for the District.	One does not exist within this District.	An educational foundation is created and funded.	Have legal counsel outline process for creating foundation. Follow process and create foundation. Initiate activities for funding.	Educational Foundation is created and in place.	2014-2015	Superintendent Assistant Superintendent for Business	Minimal Legal fees advertising

GREENWOOD LAKE UNION FREE SCHOOL DISTRICT
STRATEGIC EDUCATION PLAN – OPERATIONS ANF FACILITIES

Target Area:

OPERATIONS & MAINTENANCE

Goal:

To create a safe, clean, and aesthetically pleasing environment to compliment instructional goals and purpose.

Objectives	Current Situation	Desired Outcomes	Action Plan	Assessment	Planned Date of Completion	Who is Responsible	Fiscal Impact
1.) Ensure that a daily cleaning of all rooms and facilities occur.	E.S. was in great shape M.S. was in moderate shape due to construction project.	All rooms and facilities are consistently cleaned, repaired and in excellent order	Daily and weekly cleaning routines are established communicated and implemented.	Feedback from staff and administrators oversight	Ongoing	Superintendent for Buildings & Grounds	Ongoing salaries, repair & upgrade costs. Will vary
2.) Establish and implement a furniture replacement and repair cycle.	Occurs on an as needs basis.	2 classrooms of furniture replaced every year (one for each building)	Age of classroom furniture determined Oldest furniture is replaced annually.	Cycle is established and implemented	Ongoing	Superintendent for Buildings & Grounds And Assistant Superintendent for Business	\$3,000 - \$5,000 annually
3.) Develop and implement a five (5) year facilities plan.	A plan does exist through 12/2015.	Five-year plan developed and implemented	Superintendent for Buildings & Grounds to develop with input from staff, administration, and BOE	Plan is in place and implemented	Developed in 2013 - 2014	Superintendent for Buildings & Grounds	Plan itself had no fiscal impact. Cost of implementing the plan will vary.
4.) Successfully complete renovation projects as needed.	One project just completed. A new project initiated with 1 year time frame. Voter approval already obtained.	<ul style="list-style-type: none"> •student lockers upgraded. •sidewalk, parking lot and road upgrades •back-up generator secured •art room sink installed in E.S 	Superintendent for Buildings & Grounds, Assistant Superintendent for Business, BOE and Superintendent to develop.	Projects developed, voter approved and completed.	Ongoing	Assistant Superintendent for Business	Will vary. Tax impact should be minimal with use of Capital Reserve Fund
5.) To upgrade the elementary school library to become a state of the art facility.	Library is "dated"	To create a state of the art library media center.	Superintendent for Buildings & Grounds and Assistant Superintendent for Business, Superintendent and BOE to develop.	Projects developed, voter approved if needed.	TBD	Assistant Superintendent for Business	Tax impact should be minimal with use of capital Reserve Fund.

GREENWOOD LAKE UNION FREE SCHOOL DISTRICT

STRATEGIC EDUCATION PLAN – OPERATIONS AND FACILITIES

Target Area: FOOD SERVICE

Goal: Provide food service to all constituents that complies with all regulations and provides all elements to support healthy minds and bodies.

Objectives	Current Situation	Desired Outcomes	Action Plan	Assessment	Planned Date of Completion	Who is Responsible	Fiscal Impact
1.) Provide nutritional and age appropriate meals and snacks to all constituents	Meals are in compliance	More healthy meals are provided. Meals remain in compliance with State standards.	Evaluate program Explore options	Compliance inspections/reports	Annual on going	Shared School Lunch Manager Assistant Superintendent for Business	Will vary
2.) Examine options for the food service program to be financially self-sustaining	Food service runs "in the red" annually.	The food service programs maintain a balanced budget, while staying compliant with all regulations	Evaluate funding of program Explore options Determine alternatives	Fiscal analysis Auditors' report	Annual on going	Food Service	Will vary
3.) Evaluate food service program in terms of federal reimbursements and quality of program.	Satisfaction level is very good.	Enhanced program is offered to students.	Evaluation occurs and any recommended changes are implemented.	Evaluation is completed.	2015-2016	Assistant Superintendent for Business	TBD

GREENWOOD LAKE UNION FREE SCHOOL DISTRICT
STRATEGIC EDUCATION PLAN – OPERATIONS AND FACILITIES

Target Area: TRANSPORTATION

Goal: To maintain a safe, clean and orderly environment on school busses.

Objectives	Current Situation	Desired Outcomes	Action Plan	Assessment	Planned Date of Completion	Who is Responsible	Fiscal Impact
1.) Ensure that busses are safely maintained and drivers are properly trained for ongoing safety in transportation	Fleet is well maintained. Safety and inspection results are excellent. Bus replacement on 10 year cycle.	Continued safe and efficient transportation of all students.	Review current status Maintain ongoing training of staff	Safety inspection records	Annual Ongoing	Assistant Superintendent for Business Transportation Supervisor	Will vary
2.) Examine opportunities for shared bussing and consolidating runs while maintaining optimal safety.	Options for sharing of runs and services are explored. Cooperate in OUBOCES transportation CoSer.	Costs for transporting students are reduced whenever possible.	Costs for transporting students are reduced whenever possible	Consolidation efforts are found.	Ongoing	Assistant Superintendent for Business Transportation Supervisor	Will vary



Daniel Pink on Motivation

Autonomy

Mastery

Purpose

- The most important determinant of student growth (beyond the family) is the influence of a student's teacher.

- It follows that the principal role of administration is to create and sustain healthy and effective classroom instruction.

- It follows that one of the most important roles of the board of education is to attract and retain an administrative team that supports teachers.

- Over the long term, the engagement of students in their own development is required for them to thrive in high school—and beyond.



POSSIBLE

STRATEGIC

GOALS

- Provide PD that enables teachers to teach students how to exercise greater and greater control of their own development as they progress through GWL's K-8 program.
 - K-2: help our youngest students to learn how to participate in their own schooling.
 - K-2: help our youngest students to learn how to read, how to write, and how to understand and use our number system, and to experience the worlds of art, music, and physical education.
 - 3-5: develop curriculum that supports greater student engagement in time management, choice of topic, self-assessment, risk-taking, and collaboration in all content areas.
 - 6-8: expand students' decision-making with respect to choice of topic, self-assessment, risk-taking, and collaboration in all content areas.

➤ Short-term goals:

- PD and school calendars that support the entire arc of student development
- Student-teacher mentorships
- Identify appropriate hiring and professional assessment models
- School budgets that support these tasks
- Engagement of the GWL community in this process

- By the time students leave GWL they should be capable readers and writers, competent elementary mathematicians, including some algebra, literate in science, social studies, and the arts, and they should be confident, self-directed learners.