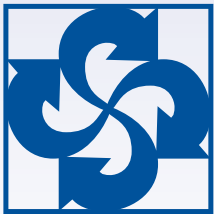


Wayne-Finger Lakes BOCES Strategic Plan



It's Our Future...

The Pursuit of Excellence

At Wayne-Finger Lakes BOCES, we must continually position our efforts for maximum educational impact to enable students to make successful transitions from high school to college, or to a chosen career. In today's highly technical, fast paced global economy, it is essential that we focus not only on the educational needs of our students, but on the workforce needs of our region, country and of the world. The students in our region need the skills to access global information, acquire the knowledge and understanding necessary to analyze data, and achieve mastery of a topic, skill or craft.

The Wayne-Finger Lakes BOCES Strategic Vision was first articulated in 1997 after a lengthy, groundbreaking collaboration between 140 BOCES, school districts, the New York State Education Department and community stakeholders. Its purpose is to provide a focus and to drive the energies and resources of Wayne-Finger Lakes BOCES so students are able to reach their highest potential. This is accomplished through the creation of an organization-wide Strategic Plan. The strategies, goals and actions outlined in the Strategic Plan are aimed at producing measurable results in improved student learning and achievement. They are also based on the belief that we are partners with students as they journey toward maturity and their full potential.



The Way to the Goal —

Each year, the individual departments that make up Wayne-Finger Lakes BOCES engage in a planning process to identify specific initiatives and performance measures that align with the overall strategic vision, strategies, process and actions. People at all levels within the organization hold themselves accountable for the success of the departmental plans as the entire department is ultimately responsible for its success. Departments also value input from Wayne-Finger Lakes BOCES stakeholders who are partners in our pursuit of excellence.

Each department-specific performance measure is benchmarked and levels of achievement for the current year are set. In addition, these measures must fit the objectives and activities of each department's multi-year plan. The department plans are evaluated and updated annually so they maintain relevance to the Wayne-Finger Lakes BOCES Strategic Plan. The Wayne-Finger Lakes BOCES Board of Education and the District Superintendent monitor the progress of the overall Strategic Plan regularly.



Students are the Heart and Soul of What we do —

PROOF:

- We maximize opportunities for students to achieve or surpass high standards.
- We measure ourselves based on the achievement of all students educated in component districts and BOCES programs.
- We consider student needs foremost when making decisions.
- We seek student input and opinions.
- All partners collaborate to create opportunities and remove obstacles in order to provide each student with a quality learning experience.

We Recognize and Support Staff as our Most Important Resource —

PROOF:

- We pursue and hire a well-qualified and diverse workforce.
- We foster an atmosphere which supports the personal and professional well-being of our staff.
- We set the conditions for professional growth opportunities and expect individuals to take responsibility for their learning.
- We believe it is the responsibility of each staff member to resolve conflict.
- Each individual demonstrates commitment to the vision, values, and strategies.

We Promote and Deliver Quality Services Within a Cooperative —

PROOF:

- We develop and organize systems by listening and create multiple opportunities for receiving input.
- We address budgetary and program issues in an open, collaborative environment.
- We create cost-saving services and seek alternative funding sources to make more dollars available for student needs.
- We create and nurture partnerships with public and private organizations.
- We are recognized as a critical partner by our component school districts.



Vision —

- Our students strive for excellence and contribute to the wealth of our community. They are lifelong learners in a changing global society and achieve or surpass high standards.
- We are a leader in developing, coordinating, providing and integrating high-quality, cost-effective services and programs making learning opportunities accessible.
- We use technology for continuous learning as an essential tool for effective instruction, worldwide communication, data analysis and system management. We embrace technology as a catalyst for change.
- We share common, collaborative interests with our internal and external partners.
- We are an innovative organization dedicated to systemic and forward thinking, reflection and continuous improvement. Excellence is the standard for all.
- We are positioned to transform the organization to respond effectively to the changing needs of our community.



Strategies —

1. Our working relationships will be defined, understood and agreed upon in a way that serves all segments of our community.
2. We will create and use new visions of education which reach beyond the classroom to develop and improve educational programs.
3. Our students will achieve or surpass high standards as a result of support provided by BOCES.

Process —

As we proceed toward our Vision, we will apply the Quality Improvement Process to each Action, assuring that the relationship between Actions and Strategies is maintained.



Our Action Plan —

1. Improve Internal Staff Communication —

Wayne-Finger Lakes BOCES will use a continuous improvement process to identify gaps in internal communication. The organization will plan and implement strategies to remedy gaps in both face-to-face communication and communication processes.

Impact: Greater understanding, improved person-to-person and department-to-department relationships, increased efficiency, improved morale and a sense of organizational identity.

Measurement: Feedback from staff on satisfaction and attainment of desired goals.

2. Improve External Communication —

Wayne-Finger Lakes BOCES will use a continuous improvement process to identify gaps in external communication. The organization will gather feedback and plan and implement improvement measures.

Impact: Greater awareness of BOCES services, improved relationships with components, better understanding of customer requirements, established agreements with partners, and greater public awareness of BOCES.

Measurement: Feedback from customers on satisfaction and attainment of desired goals.

3. Establish and/or Improve Service Delivery Standards —

Wayne-Finger Lakes BOCES will have clearly articulated, mutually established, documented and agreed upon delivery standards that confirm the delivery and level of quality services.

Impact: Strong and effective cooperative relationships with component districts and goals for continuous improvement.

Measurement: Customer satisfaction; attainment of benchmarks, such as accuracy, timeliness and accountability.

4. Promote and Institutionalize Innovation —

Wayne-Finger Lakes BOCES will be known as a creative and flexible organization that can respond rapidly to constant changes in the environment. Innovative and creative thinking and problem-solving will be an organizational norm, embraced by all departments.

Impact: A vibrant and viable organization that attracts a well-qualified and diverse workforce and satisfied customers who value and support our innovations.

Measurement: Presence of innovative solutions and initiatives across all departments evidenced through tracking.

- 5. Use Technology to Change the Current State and Understanding of Distance/Time/Teaching/Learning —**
Wayne-Finger Lakes BOCES will define new standards for educators, staff and students for understanding and using digital technology. It will also continue to educate partners to the potential of technology and will develop technology capacity and support.

Impact: Improved student performance and employee productivity as a result of innovative uses of technology.

Measurement: Increased student achievement with technology used as an effective solution to problems of time, distance, teaching, learning and increased productivity.

- 6. Design, Implement and Influence K-16, Technical/Career/Continuing/Special and Alternative Education Services That Support Regional and Economic Growth —**
Wayne-Finger Lakes BOCES will offer quality, cost-effective programs that meet the needs of the region's diverse population for career development. Support and prepare internal and external customers to have a major focus on the workplace and emerging occupational opportunities.

Impact: Successful students who have marketable skills.

Measurement: Test scores, graduation rates, employment outcomes, number of integrated students, post secondary outcomes academic integration and Technical and Career Education aligned with workforce development.

- 7. Coordinate Plans, Strategies, and Programs for Raising Standards and Improving Student Achievement —**
Wayne-Finger Lakes BOCES will analyze data to enhance instruction and facilitate regional dialogue to improve classroom practice.

Impact: Increased student achievement.

Measurement: Student performance data.

— To all who participated in the Strategic Visioning Process —

Teachers • Administrators • Support Staff
Coordinators and Trainers • Nurses
Students • Board Members • Business & Community Leaders
New York State Education Department



THANKS !



Wayne-Finger Lakes BOCES Board Members 2006-2007

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Notes:

The Strategic Plan was accepted by the members of the Wayne-Finger Lakes BOCES in March 1998. First printing of the plan document, April 30, 1998.
Third printing with minor revisions, August 30, 1999. Subsequent printings 2000, 2002, 2004. Printed with revisions September 2006.



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