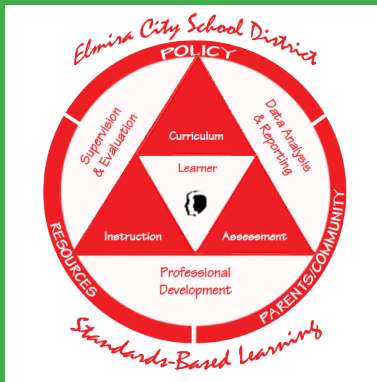


Elmira City  
School District  
Every Student Succeeds

# Staff Report



## Special Edition Instructional Leadership Week 2007

## Week focuses on improvement

“There are two ways to improve results – redesign your school based on best practices, or get different kids.” This quote by Tim Westerberg, a professional development specialist, served as the foundation of the work completed this past July at the district’s first annual Instructional Leadership Week.

More than 100 educators descended upon EFA the week of July 23 to engage in reflective practice, celebrating our positive gains in achievement and identifying areas that remain in need of improvement. School teams were provided more than 15 hours of collaboration time during the week and provided opportunities to hear success stories and best practices from Broadway and Beecher Elementary Schools and Southside High School.

Presentations by Superintendent Dr. Bryant and Deputy Superintendent Joe Hochreiter challenged participants to review school data, identify opportunities for academic growth and engage in reflective practice.

The final day of Leadership Week provided all 13 schools the opportunity to share their change initiatives for 2007-08. (Common themes can be seen in the box at right). A commitment to making data-driven decisions, identifying opportunities for increased student engagement in the classroom, and arming teachers with reading and writing strategies were themes among all of the schools.

During the closing session, Hochreiter cautioned participants to be cognizant of the change process in their schools and gave a piece of advice: “The unpredictable, unplanned-for factors that seem to get in the way are in fact not merely things that get in the way, they are normal. And everyone in the system needs to know this.”

As a result of our week’s work together, we have collectively embarked on an aggressive School Reform Initiative to facilitate positive change in our district to benefit our kids, families and community. Schools will give Dr. Bryant their action plans this month; these plans will be incorporated into the district’s strategic plan *Greater Expectations*, which the Board of Education will review Sept. 19.

### Common Themes

#### Elementary School Themes

- Effective writing instructions – proficient writers.
- Effective implementation of mobile labs.
- Whole faculty study groups.
- Engaging parents in meaningful ways.
- Expansion of Win-Win
- Actively engaging teachers with data.
- Routine use of formative assessment in the classroom.
- Commitment of principals to be in classrooms “coaching” teachers for significant amounts of time each week.
- Focus on implementing ELA and Math webs.
- Creating technology teams.

#### Middle School Themes

- Special education – need to carefully review subgroup data, student needs, gaps in service.
- Role of classroom assessment in instructional decision-making.
- Needs for teacher professional development.
- Focus on vocabulary across the curriculum.
- NCLB and ensuring we get all students to proficient and above.

#### High School Themes

- Writing across the curriculum.
- Personalized learning, smaller settings – each of the three schools has examples of success in smaller settings.
- Building relationships.
- Literacy.
- Connections with parents of at-risk kids.

## Special thanks to this year's participants:

### Administration

Eileen Paulin  
Candace Kellogg  
Joy Stanton  
Bob Bailey  
Sandy Mattison  
Joseph Hochreiter  
Raymond Bryant  
Tom O'Hara  
Joyce Carr  
Chris Mecke  
Kathy Moore  
Karen Pettibone  
Jeff Manwaring

### Alt High

John Kohena  
Theresa Usack  
Bridget O'Brien  
Louise O'Connor  
Rose Drake

### Beecher

Michael Lanning  
LeAnne Becker  
Julie Shepherd  
Andrew Hughes  
Terry Sinko

### Broadway Middle

Brian LeBaron  
Richard Dobson  
Cheryl Miller  
Martha Benedict  
Kara Teeter  
Allyson Moore  
William Grimmer  
Christina Kennedy  
Jill Olthof

### Broadway

#### Elementary

Pam Davis Webb  
Naomi Avery  
Keary Miller  
Chris Thomas  
Mary Cox

### Coburn

Jason Johnston  
Ann Welch Wood  
Jennifer Baker-Squires

### Diven

Rebecca Kiley  
Anita Elliott  
Lorraine Packard  
Martha King

### Ernie Davis

Derek Almy  
Michele Plank  
Tom Morrell  
Barbara Borrelli  
Brenda Baker  
Amy Tompkins  
Ron Holloway  
David Stonitsch  
Antonio Perry

### EFA

Scott Williams  
Tom Howe  
John Wood  
Kathy Milliken  
Guy Lattimore  
Terry Nicklaus  
Anne Caruana  
Christine Eastwood  
Tim Tobin  
Christine Gill  
Natasha Beecher

### Fassett

Kerry Elsasser  
Gary Mosher  
Linda Hart  
Suzanne Comstock

### JoAnn Hunt

Angela Oldfield

### Hendy

Madge Larrimore  
Joe Brucie  
Marilyn Mekos  
Kat Love  
Melissa Stooks  
Pine City  
Rhonda Baran  
Donna Homuth  
Catherine Westlake  
Susan DiPetta  
Kelley Bailey

### Riverside

Carrie Rollins  
Kevin Vecellio  
Katherine Collins  
Zachary Sarno  
Judy Schaeffler  
Susan Pawlak

### Southside

Chris Krantz  
Tim Hassen  
Maggie Thurber  
Tim Decker  
Mike Smith  
Hazelle Kinney  
Heather Wolfe  
Kathy Pilling-Whitney  
Hillary Austin  
Lisa Murdie  
Doug Martin  
Chris Sayers  
Marnie Malone

### CCR

Judy Carr  
Doug Harris

### Counselors

Aimee Garrett  
Bryan Saj  
Monica Beck  
Sonja Jennings

# Speakers discuss keys for success

Keynote speakers for the Instructional Leadership Week were Dr. Manuel Rivera, New York State Deputy Secretary for Education, and local attorney Carl Hayden, former Chancellor of the state Board of Regents.

Dr. Rivera served as superintendent of the Rochester school district from 1991-94, then again from 2002-07. He is credited with leading the district through changes that resulted in great improvements in test scores, particularly at the elementary level. For example, the percentage of students scoring at or above proficiency on the grade 4 math exam rose from 57 percent in 2003 to 73 percent in 2005.

In his remarks, Dr. Rivera also discussed some of the Rochester district's other achievements – quality after-school programs, curriculum improvements, more effective staff development and partnerships with institutions of higher learning and businesses, among others – and the steps the district took to achieve them. He attributes the successes in part to a “culture of accountability for each and every student,” a willingness to change among all stakeholders, partnerships within the community and business world, parent involvement, and focused professional development.

“It doesn't happen overnight,” Dr. Rivera said. “You are on the right track.”

Attorney Hayden discussed the state's new Contract for Excellence program, which requires school districts that received an aid increase of more than 10 percent to use a portion of the money for specific programs, such as early childhood education, class size reduction and after-school programs.

Dr. Rivera then answered questions from the educators in the audience about professional development, after-school programs, family involvement and the evaluation process.



**New York State Deputy Secretary for Education Dr. Manuel Rivera, at podium, discusses the success of the Rochester City School District. Carl Hayden, left, and Superintendent Ray Bryant look on.**

# Participant feedback

*I really felt like we got a lot accomplished.*

*It's nice to hear about what was/is happening right here in our own district.*

*It was very beneficial having team time this week. It should make a big difference this coming school year.*

*For me, leadership week provided lots of opportunity for personal and professional growth. I am very excited about the coming school year. The positive leadership and modeling of the expectations for all of us as a district made it easy for all to share, and in doing so, that allowed an opportunity for all of us to grow. Thanks for all the effort to put forth a great week for all.*

*We have a great plan. We all buy in to this plan and where we are going as a building.*

*This time has really allowed our team to focus on the work for 2007-08. It has been such a great opportunity to work so closely with staff. Continue this work in the future!*

*The individual strengths of the group and what they added was valuable.*

*A great feeling of where we all are and where we are moving.*

*A good opportunity to share ideas, listen to others and develop strategies to improve teaching.*