



# ELEVATING STUDENT SUCCESS

## **5-Year Strategic Plan**

2020 - 2025

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# Message from Superintendent

The goal of the Poughkeepsie City School District is to support student growth and provide opportunity and access for them to maximize their potential to achieve success in and beyond the school environment.

While it is no secret that significant challenges exist in our journey in creating a quality educational institution, it is important to note that **where there is great challenge there are even greater opportunities**. The Poughkeepsie City School District is steadfast in its commitment to deliver on the democratic principle that an equal and high-quality education is every child's civil right; and as educators and supporters of Poughkeepsie City School District this must hold paramount in everything we do and stand for.

To accomplish this, it is important that we embrace a shared **Vision** for what a quality educational experience will yield for our children and that we have a strategic roadmap that charts our **Journey** towards a **Destination** that fulfills a promise of creating and strengthening pathways to opportunity that will lead to the achievement and success of all PCSD students.

The 2020-2025 Strategic Plan represents the substantial investment the Board of Education and district leadership is making into the future of Poughkeepsie City School District students. It serves as a tool for the district's continuous improvement agenda. Our plan focuses on four major goals and multiple performance objectives all identified as key levers in advancing the district's impact on student success. Annually, activity that complements performance objectives are developed with the intent of providing all students greater opportunity and access to the high-quality educational experience they deserve.

Yours in Education,  
Eric Jay Rosser, Ph.D.

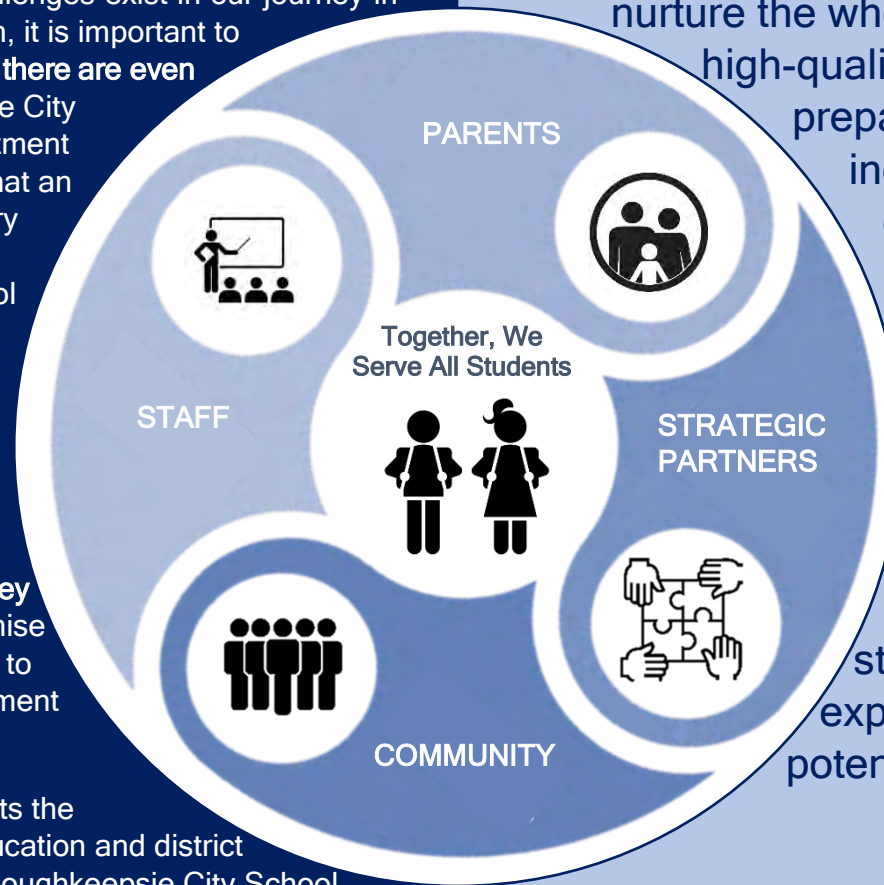
# Poughkeepsie City School District

## Mission

We are champions of children who inspire and nurture the whole child by providing innovative, high-quality educational opportunities that prepare all students to embark on individual paths of success in a globally diverse community.

## Vision

The Poughkeepsie City School District is committed to providing equitable, high-quality education for all students that enables them to explore and maximize their fullest potential.





# VISION • JOURNEY • DESTINATION

The Poughkeepsie City School District is the third largest school district in Dutchess County. In January 2020, the Poughkeepsie City School District embarked on a journey, defined by a community vision for what a quality educational experience should look like for all students. Moving from an organization of promise, towards an organization that fulfills its obligation, the Poughkeepsie City School District is better poised to ensure that all students achieve success in and beyond the school environment. The 5-year Strategic Plan provides the road map of activity that the entire school community and its strategic partners must engage in to reach its destination.



# THE ENGAGEMENT PROCESS

The Poughkeepsie City School District thanks the entire school community for their continuous engagement in providing feedback to strengthen our collective impact on student success. The Strategic Plan represents the voices of students, current and future PCSD parents, alumni, staff, board members, local business, local and state officials, the philanthropic community, and members of the community who have a vested interest in the success of children.

Feedback that informed this plan was collected over a three-month period (August 2019 - December 2019) and reflects the vision, hopes, concerns, and ideas on what the community is seeking in the transformation of the Poughkeepsie City School District. This feedback was invaluable in informing where we are, where we need to go, and what we need to accomplish to get there.

The Poughkeepsie City School District is grateful for the community's desire to be a part of this important work. Our vision and the journey we will take to reach our destination is our moment to improve the world around us, our moment to positively impact the lives of children.

**“All you need is the plan, the roadmap, and the courage to press on to your destination”**

**- Earl Nightingale**



# STAKEHOLDER FEEDBACK

Stakeholder feedback yielded key findings that would serve as the framework for the district's transformation efforts outlined in this 5-Year Strategic Plan. Key findings included:

- A NYS standards aligned P-12 curriculum which leads to vibrant and emerging postsecondary options needs to be identified, developed and adopted.
- All students need to have equitable access to pathways that will lead to school and out of school success.
- All staff need to be provided with continuous professional development with an emphasis on teacher and administrator professional development and support.
- The culture and climate of the middle and high schools requires critical attention.
- Leadership throughout the district has lacked focus on instructional, operational, and organizational leadership - all of which are important to system-wide improvement.
- The facilities of the school district have been grossly neglected and has resulted in learning environments that are not best suited for the 21<sup>st</sup> century education our students deserve.
- The system is fraught with operational issues from outdated protocols, the absence of integrated technological systems, to a history of poor business practices that compound the district's current financial state.
- Parent voice, engagement, and involvement have been sorely missed and the lack of galvanized partnerships have impacted the success of all students.
- The community has been poised to partner with the District for years, however a lack of district follow-up and follow-through has resulted in missed opportunities for students.

As part of the process, key findings were contextualized into themes and served as focus areas in developing the goals and performance objectives of the Strategic Plan.

Strategic Plan Themes		
<b>Students:</b> Academic Achievement	<b>District:</b> Transformative, Effective and Sustainable Leadership	<b>Schools:</b> Culture and Climate
<b>Students:</b> Opportunity and Access	<b>District:</b> Physical Plant and Infrastructure	<b>Family:</b> Empowerment, Education, and Engagement
<b>Staff:</b> Capacity Building & Support	<b>District:</b> Effective and Efficient Operations and Financial Sustainability	<b>Community:</b> Engagement and Partnership

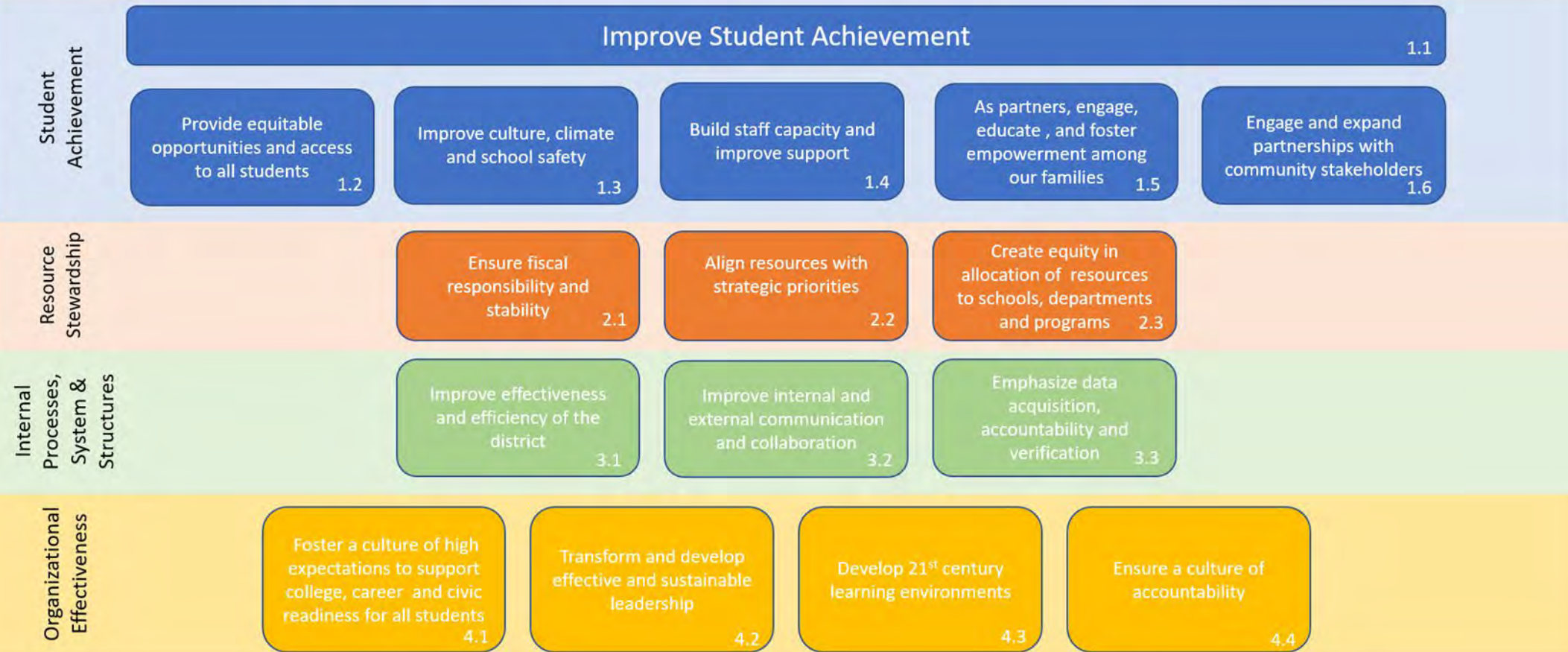
# STRATEGY MAP

The Poughkeepsie City School District Strategy Map identifies the key goals and performance objectives that drive the work and focus on the district in realizing the district's mission for all students. Annually, district leadership and the Board of Education work together to identify performance objective activity designed to advance the district's impact on student success.



## Poughkeepsie City School District 2020– 2025 Strategy Map

**District Mission:** We are champions of children who inspire and nurture the whole child by providing innovative, high quality educational opportunities that prepare all students to embark on individual paths of success in a globally diverse community.





# STRATEGIC GOAL 1

## Student Achievement

### Overview

The core business of the Poughkeepsie City School District is to provide a high-quality education to all students regardless of race, ethnicity, gender, disability, sexual orientation, religious preference, socioeconomic status, language, and residential location.

To accelerate academic performance, eliminate opportunity and achievement gaps, and create equitable and meaningful outcomes for all students we must:

- Increase access to rigorous instruction, services, supports, programs, and diverse staff.
- Engage staff, parents, community members, and students in solutions that guarantee the long-term success of all students.
- Innovate our thinking and approach to identifying systems and programming to enhance our impact on the academic achievement, social, and emotional development of all students.
- Expand resources, cultural, academic, and social enrichment opportunities for all students.
- Motivate and cultivate all students to unleash their fullest potential and take full advantage of the resources provided throughout the City of Poughkeepsie.

### Commitments

- 1.1 Improve student achievement
- 1.2 Provide equitable opportunities and access to all students
- 1.3 Improve culture, climate, and school safety
- 1.4 Build staff capacity and improve support
- 1.5 As partners, engage, educate, and foster empowerment among our families
- 1.6 Engage and expand partnerships with community stakeholders





# STRATEGIC GOAL 2

## Resource Stewardship

### Overview

The Poughkeepsie City School District is committed in championing the needs of our school communities and be responsible stewards of our community's investment in public education. The district will secure and allocate resources needed to fund and carry out this strategic plan. Meeting the needs of all students by providing equitable opportunities across the school district will be a priority in all decisions made to educate students.

To support the optimal operations of the district and identify new resources to support increased programming and access for all students we must:

- Be good stewards of the district's financial resources.
  - o Maintain efficient budgeting and allocation
- Establish equitable distribution of fiscal resources.
- Align district resources to student needs.
- Monitor return on investments.
- Invest in and maintain our facilities.
- Establish new partnership and leverage existing partnerships to expand district's capacity to serve all students.

### Commitments

- 2.1. Ensure fiscal responsibility and stability
- 2.2. Align resources with strategic priorities
- 2.3. Create equity in allocation of resources to schools, departments and programs



# STRATEGIC GOAL 3

## Internal Processes, Systems, and Structures

### Overview

To build and strengthen internal processes, systems, and structures to ensure that Poughkeepsie City School District is operating optimally to achieve district goals we must:

- Use a “Systems Thinking” approach in developing a high functioning school district that is:
  - o Effective in providing a quality educational experience for all students across the system,
  - o Efficient in every aspect of the organization in meeting its goals, and is able to
  - o Sustain both effectiveness and efficiency over time regardless of leadership.
- Evaluate and optimize standard operating procedures and systems.
  - o Hiring procedures and human capital management
  - o Student, Staff, and Financial Data systems and use
  - o Facilities
- Implement systems to monitor and evaluate improvement efforts and initiatives.
- Communicate frequently and transparently with all stakeholders.
- Create opportunities for cross-departmental planning and communication to strengthen and align operations.
- Review division processes, policies, and regulations and revise as necessary to increase organizational effectiveness and efficiency through collaboration with community agencies.
- Use data to inform decisions and drive direction.

### Commitments

- 3.1 Improve effectiveness and efficiency of the district
- 3.2 Improve internal and external communication and collaboration
- 3.3 Emphasize data acquisition, accountability, and verification



# STRATEGIC GOAL 4

## Organizational Effectiveness

### Overview

The Poughkeepsie City School District is committed to making data-driven decisions to ensure continuous improvement (organizational effectiveness). Accountability in preparing all students for success beyond the preK-12 environment, the organization's ability to manage itself through effective and sustainable leadership, and re-visioning schools and instructional spaces so that 21<sup>st</sup> century learning can take place are all critical elements of the organization's continuous improvement agenda.

To improve the district's overall effectiveness we must:

- Make decisions that are researched based, fiscally sound, and driven by data.
- Transform the mindsets of all stakeholders to support the post-secondary success of all students - moving our measure of the organization's success from high school graduation rates to the number of students achieving success in a career or college of their choice.
- Transform and upgrade the organization's facilities so that students have learning environments that reflect 21<sup>st</sup> century opportunities.
- Develop the capacity of leadership so that the work of championing the success of all students is evident in all facets of instructional, operational, and organizational leadership.
- Hold ourselves personally and professionally accountable to the effectiveness of the organization in achieving the mission and vision of the organization.

### Commitments

- 4.1 Foster a culture of high expectations to support college, career and civic readiness for all students
- 4.2 Transform and develop effective and sustainable leadership
- 4.3 Develop 21<sup>st</sup> century learning environments
- 4.4 Ensure a culture of accountability



## HOW WILL WE MEASURE OUR PROGRESS?

Measurable outcomes associated with each performance objective are developed annually, which are used to ensure that the Poughkeepsie City School District is progressing in its journey to support individual students' paths to success. Performance objective tactics (activity) associated with goal commitments are developed by identifying the desired outcomes, benchmarking against historical performance, and assessing and using internal and external data to inform direction.

The process of identifying annual performance objective activity involves district level leadership and the Board of Education through two separate participatory processes. Once final annual performance objective activities are identified the Board of Education approves the tactics that district staff will work toward achieving within the calendar year.

Regular updates to the School Board occur quarterly. Updates will provide the status of performance objective activity to achieve annual goals.

Realizing that the strategic plan serves as a "Roadmap" for the Poughkeepsie City School Districts' journey toward reaching its destination, district leaders will monitor all aspects of the plan and adjust our direction accordingly.





# CONCLUSION

Elevating Student Success is the core mission of the Board of Education and the Superintendent of Schools. This effort is accomplished through the collective efforts of district staff, students, parents, community, and strategic partners.

Our focus as a community must always be on what we can accomplish to position City of Poughkeepsie children to achieve success in school and beyond. Every community wants its children to prosper and to have opportunities that far exceed those we had access to when we were in school.

In a global economy that is becoming more competitive, we must prepare our students so that they can compete for the best jobs and be able to have a quality of life that is beneficial to themselves, their family, and the community.

In order to achieve this, we must take our vision of what a quality educational experience will yield for our children and cultivate it together. Our collective success will be determined by our ability to work cohesively with a common understanding of what a quality educational experience will yield for our children and what it will take to get us there.

The Board of Education and Superintendent of Schools are committed to working collaboratively with the broader Poughkeepsie community to achieve this goal.

Please visit the district website [www.poughkeepsieschools.org](http://www.poughkeepsieschools.org) to access quarterly reports on the progress being made in transforming the Poughkeepsie City School District.

# **POUGHKEEPSIE CITY SCHOOL DISTRICT**

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