



Poughkeepsie City School District
Annual District Goals Quarterly Report
Quarter 3 Report

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Dr. Eric Jay Rosser, Superintendent of Schools

June 2, 2021



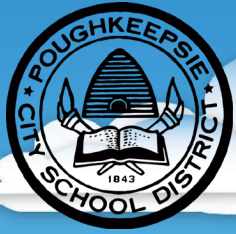


Poughkeepsie City School District Mission

“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.”



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Poughkeepsie City School District

The Poughkeepsie City School Board of Education and district leaders have made a substantial investment into the future of Poughkeepsie City School District students through the development and implementation of its 2020-2021 Strategic Plan.

Regular updates to the school board and engaging all school stakeholders and critical partners are vital strategies that will be used to ensure success of each goal and performance objectives.

Realizing that a plan serves as a “roadmap” for PCSD’s journey to reach its destination of transforming the school system, district leaders will monitor all aspects of the Strategic Plan and adjust our direction accordingly.

Performance Objectives are categorized under four goals:

- Student Achievement
- Resource Stewardship
- Internal Processes, Systems, & Structures
- Organizational Effectiveness





Poughkeepsie City School District

Purpose of Report

To update the Board of Education and the community on the progress being made on each of the four goals.

Organization of Report

This report is organized by each annual goal and accompanying performance objectives. Targets of each performance objective are also provided and the designated Quarter 3 status that reflects the action toward achieving the target.

Status Key				
Complete	On-Track/Action Taken	Off Track/Action Taken delayed completion date	Not on Track/No plan to get plan On-track	Goal Suspended*

* Due to the implications of the COVID-19 pandemic several goals could not be modified for the district to achieve during this calendar year. Therefore these goals will be reactivated for the 21-22 academic year.



Poughkeepsie City School District 2020 – 2021 Strategy Map

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.

Student
Achievement

Improve Student Achievement

1.1

Enhance opportunities
and access for students

1.2

Improve culture, climate
and school safety

1.3

Build staff capacity and
improve support

1.4

As partners, empower,
educate and engage
families

1.5

Increase community
engagement and
partnership

1.6

Resource
Stewardship

Ensure fiscal
responsibility and
stability

2.1

Align resources with
strategic priorities

2.2

Create equity in
allocation of resources
for school

2.3

Internal
Processes,
Systems, &
Structures

Improve effectiveness
and efficiency of district
processes

3.1

Improve internal and
external customer
service

3.2

Organizational
Effectiveness

Foster a culture of high
expectations to support
college and career
readiness for all students

4.1

Transform and develop
effective and sustainable
leadership

4.2

Develop 21st century
learning environments

4.3

Ensure a culture of
accountability

4.4

Goal and Performance Objectives					
Goal 1: Student Achievement – PCSD will accelerate the academic performance of all students.					
Strategy Map Focus Area	Performance Objective	Prior Year(s)	Target 2020-2021	Quarter 3 Status	Notes
1.1	Increase the number of NYSED Accountability Rated “Good Standing” PCSD schools	1	3	On-Track	<ul style="list-style-type: none"> The Assistant Superintendent of Elementary Education continues to work closely with PCSD building leadership to ensure that schools are working toward meeting ESSA indicators. The Assistant Superintendent of Elementary Education continues to meet weekly with the Office of Innovation and School Reform to discuss strategies and progress for Morse. Given shifts in NYSED accountability metrics it is currently unknown how New York State schools will be assessed.
1.1	Receivership School meets its demonstrable improvement indicators	10/12 2 Pending	12/12	On-Track	
1.1	Increase the 4 -year Cohort graduation rate by	60%	2%	On-Track	<ul style="list-style-type: none"> PHS Principal continues to lead PHS staff in implementing strategies to increase graduation rates. Graduation Pathways training has been provided to all secondary school counselors, principals, assistant principals and other staff. Saturday Academy launched May 2021 to support student credit recovery efforts.
1.1	Increase the 4 – year Cohort graduation rate for student with exceptionalities by	28%	5%	On-Track	<ul style="list-style-type: none"> The Executive Director of the Office of Students with Exceptionalities is exploring adding CDOS option. The analysis of the SPED program has commenced with the review of patterns of graduation and credentials and the identification of program trends.
1.1	Increase the 4 – year Cohort graduation rates for ENL by	17%	5%	On-Track	<ul style="list-style-type: none"> ENL staff, psychologists, speech and language pathologists have been engaged to better and more accurately identify meaningful interventions. The Office of Elementary Education has hired a ELL Coordinator to assist in supporting English Language Learners.
1.1	Increase the number of students proficient in ELA (Scoring 3 or 4) Grades 3 – 8 NY State Assessments to	22% (2019)	25%	Goal Suspended	<ul style="list-style-type: none"> Suspended due to NYSED modified assessment schedule. Implemented myOn as a tool for tracking students’ literacy and reading level. District staff is being trained in EDI, which will support teacher and leader capacity to address the academic needs of students
1.1	Increase the number of students proficient in Math (Scoring 3 or 4) Grades 3 – 8 NY State Assessments to	16% (2019)	20%	Goal Suspended	
1.1.	Establish a plan for the provision of greater supports for English Language Learner students using Commissioner Regulations Part 154 as guidance	-	Spring 2021	On-Track	<ul style="list-style-type: none"> The Office of Elementary Education has hired a ELL Coordinator to assist in supporting English Language Learners. Draft plan has been developed. ELL Coordinator has organized a taskforce of ELL teachers to review the current draft and refine ensuring alignment to Part 154.

Goal and Performance Objectives					
Goal 1: Student Achievement – PCSD will accelerate the academic performance of all students.					
Strategy Map Focus Area	Performance Objective	Prior Year(s)	Target 2020-2021	Quarter 3 Status	Notes
1.1	School by School academic and demographic score cards are designed, Board reviewed and posted to web	-	Spring 2021	Completed awaiting BOE presentation	<ul style="list-style-type: none"> Draft of Scorecard to be presented to BOE on June 16, 2021.
1.1	Develop 3-year Student Success Plan and present to BOE	-	June 2021	On-Track	<ul style="list-style-type: none"> District level staff have drafted components of the Student Success Plan and are on-track to complete by June 2021.
1.1	Establish a taskforce to evaluate district elementary grading protocols and provide policy recommendation to BOE	-	June 2021	On-Track	<ul style="list-style-type: none"> The Assistant Superintendent for Elementary Education has received interest from Marist and SUNY New Paltz in serving on this committee. Preliminary policy recommendations will be made at the June 16, 2021 meeting. It is anticipated that the work of this taskforce will extend into the 2021-2022 academic year.
1.1	Establish a taskforce to evaluate elementary grades homework and provide policy recommendation to BOE	-	June 2021	On-Track	<ul style="list-style-type: none"> Preliminary policy recommendations will be made at the June 16, 2021 meeting. It is anticipated that the work of this taskforce will extend into the 2021-2022 academic year.
1.1	Organize the Curriculum Committee to provide PreK – 2 curricula recommendations to BOE	-	June 2021	Goal Achieved and Exceeded	<ul style="list-style-type: none"> K-8 ELA and Math presented and adopted by BOE on April 7, 2021.
1.1	Develop Grade Level Expectations, PreK – 8 – outlining what students should know and be able to do by the end of that grade level and present to Board	-	Fall 2020	Completed awaiting BOE presentation	<ul style="list-style-type: none"> Grade Level Expectations to be presented to the BOE on June 16, 2021.
1.1.	Develop an Instructional Technology Plan that outlines the integration of technology into the instructional program, the provision of professional development to instructional staff and the distribution of 1:1 devices.	N/A	Fall 2020	Completed awaiting BOE presentation	<ul style="list-style-type: none"> Framework of Technology Plan created with Spring 2021 targeted completion. Presentation of Technology Plan to occur on June 16, 2021 to BOE.
1.2	Launch Saturday Morning Lights Initiative for middle and high school students	N/A	Fall 2020	Goal Achieved	<ul style="list-style-type: none"> Middle and High School SML start date February 27, 2021. Program Offerings have increased to 55 to-date.
1.2	Double the number of academic, social, emotional, and wellness activities for children and parents in Saturday Morning Lights and Summer programs	15 different activities	30 different activities	Goal Achieved and Exceeded	<ul style="list-style-type: none"> Program Offerings have increased to 55 to-date.

Goal and Performance Objectives

Goal 1: Student Achievement – PCSD will accelerate the academic performance of all students.					
Strategy Map Focus Area	Performance Objective	Prior Year(s)	Target 2020-2021	Quarter 3 Status	Notes
1.2	Launch Youth Empowerment Summit	N/A	Spring 2021	Goal Achieved	<ul style="list-style-type: none"> Youth Empowerment Summit took place on April 21. Student participants received leadership books. Next year’s planning has started to improve on outcomes.
1.2	Number of students in every PCSD school who have opportunities for off campus enrichment opportunities (field trips) increased by:	Data Not Available	Baseline	On-Track	<ul style="list-style-type: none"> 90 PMS students participated in virtual classes with Uncharted Power. K-5 students participated in virtual classes with IBM. PMS students (girls) enrolled in the Rose Program.
1.2	Increase the number of student talent showcased through district-wide events (Music and Art) to	5	15	On-Track	<ul style="list-style-type: none"> District leadership has developed virtual solution to accomplish this goal. District has made a number of opportunities available and events have been showcased on district website, superintendent’s Brief, and other school and district communication.
1.2	Increase the number of online instructional and social emotional resources to	1	15	Goal Achieved and Exceeded	<ul style="list-style-type: none"> To-date 30 online instructional and social emotional resources are posted.
1.2	Students read books from school libraries: - 40 on average (Elementary) - 6 on average (Secondary)	Data Not Available	Baseline	On-Track	<ul style="list-style-type: none"> To date, more than 5,000 books have been read using myOn, equating to more than 2000 hours of reading. District is developing a plan to increase student readership. \$100,000 investment has been made to purchase culturally and linguistically relevant text for all libraries across the district.
			Baseline	On-Track	
1.2	Increase the number of students participating in extended learning programming by	997	20%	On-Track w/ modifications	<ul style="list-style-type: none"> Given complications associated with COVID-19 this performance objective has been reimaged. Extended learning opportunities are being provided to students during SML, virtually, and after school. Extended learning opportunities are scheduled for students during Summer months.
1.2	Establish Superintendent’s Student Advisory Committee – quarterly meeting with students to discuss the student experience, problem solve, and receive feedback from students regarding the district’s service and support to them	-	4	Goal Achieved	<ul style="list-style-type: none"> Superintendent and school and district leadership have met with 9-12 grade students in four sessions. Currently planning for a culminating meeting June 10.



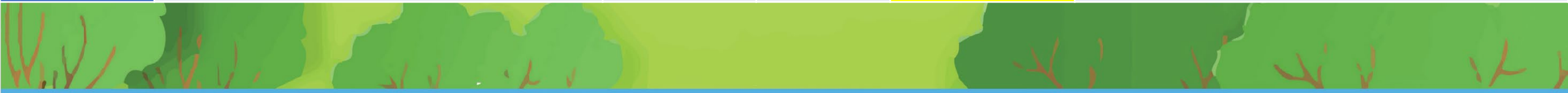
Goal and Performance Objectives					
Goal 1: Student Achievement – PCSD will accelerate the academic performance of all students.					
Strategy Map Focus Area	Performance Objective	Prior Year(s)	Target 2020-2021	Quarter 2 Status	Notes
1.3	Decrease the number of students with 15 or more (Chronic) cumulative absences decreases by	1,293	10%	Goals Suspended	<ul style="list-style-type: none"> Given the COVID 19 pandemic, the variables associated with school attendance cannot be used as comparable data. The district/schools have been working to connect disengaged students via the following activity. <ul style="list-style-type: none"> Attendance Improvement Plan Home visits Case management (Hired 2 Case Managers) Parent Workshops
1.3	Student attendance (ADA) increases by #% in the aggregate year to year	Data being compiled	3%		
1.3	Short-term suspensions (district-wide) are reduced	528	10%		
1.3	Long-term suspensions (district-wide) are reduced	79	10%		
1.3	Establish a protocol to administer the Youth Risk Behavior Surveillance System (YRBSS) for the 21-22 academic year.	-	May 2021	Goal Achieved	<ul style="list-style-type: none"> YRBSS survey has been implemented. Data currently being evaluated.
1.4	Establish a district-wide Teacher Resource Center	-	October 2020	Goal Achieved	<ul style="list-style-type: none"> Grand Opening of Center took place October 28, 2020.
1.4	Develop a targeted professional development plan for teachers and implement	-	October 2020	On-Track	<ul style="list-style-type: none"> Teachers are engaged in weekly PD either offered at the district level or school level. Bi-weekly meetings are taking place to outline a broader 21-22 PD plan for teachers. Surveys have been completed and data is collected from staff.
1.4	Percentage of teachers who agreed that the training they received was relevant to their professions	-	90%	On-Track	
1.4	Develop a targeted professional development plan for building leaders and implement	-	October 2020	On-Track	
1.4	Percentage of building leaders who agreed that the training they received was relevant to their professions	-	90%	On-Track	<ul style="list-style-type: none"> The Assistant Superintendent of Elementary Education conducts weekly meetings with building leadership, which serves as a form of PD. Monthly Principal meetings have been established and are occurring. Building leadership meetings have been scheduled for the entire year. Surveys have been completed and data is being collected.

Goal and Performance Objectives					
Goal 1: Student Achievement – PCSD will accelerate the academic performance of all students.					
Strategy Map Focus Area	Performance Objective	Prior Year(s)	Target 2020-2021	Quarter 2 Status	Notes
1.4	Develop a targeted professional development plan for Department Heads and implement	-	November 2020	On-Track	<ul style="list-style-type: none"> Department Heads have outlined PD needs. As external PD opportunities are available department heads are accessing.
1.4	Percentage of division heads who agreed that the training they received was relevant to their professions	-	90%	On-Track	<ul style="list-style-type: none"> Surveys have been completed and data will be collected.
1.4	Develop a targeted professional development plan for Cabinet Members and implement	-	January 2021	On-Track	<ul style="list-style-type: none"> Cabinet Members have outlined PD needs. As external PD opportunities are available cabinet members are accessing.
1.4	Percentage of cabinet members who agreed that the training they received was relevant to their professions	-	90%	On-Track	<ul style="list-style-type: none"> Surveys have been completed and data will be collected.
1.4	Develop a targeted professional development plan for staff and implement	-	January 2021	On-Track	<ul style="list-style-type: none"> Targeted PD is being provided to various staff (Infinite Campus training, Safety Monitor training, Maintenance and Facility training, Central Registration training)
1.4	Percentage of staff who agreed that the training they received was relevant to their professions	-	90%	On-Track	<ul style="list-style-type: none"> Surveys have been completed and data will be collected.
1.5	Create a full-service Parent Empowerment Center and launch it	-	January 2021	Goal Achieved	<ul style="list-style-type: none"> Opening of the Parent Empowerment Center occurred January 17, 2021. Program and service offerings being organized and created.
1.5	Parent Empowerment Center Workshops have been developed and offered.	-	25	Goal Achieved	<ul style="list-style-type: none"> 25 Workshops have been developed and offered.
1.5	Develop a 3-Year Parent and Community Engagement Plan	-	January 2021	Goal Achieved	<ul style="list-style-type: none"> Completed
1.5	Updated Parent and Community Engagement Policy	-	June 2021	On-Track	<ul style="list-style-type: none"> Work currently underway. Draft will be presented to Policy Committee in June.
1.5	Develop and implement an Annual Parent Empowerment Summit	-	Spring 2021	Goal Achieved	<ul style="list-style-type: none"> Summit changed to a Festival which included over 40 vendors providing helpful information to parents. Event took place on May 1, 2021 . Over 300 people in attendance.
1.6	District-wide Community School Initiative is successfully implemented.	-	June 2021	On-Track	<ul style="list-style-type: none"> Significant work is occurring. Community School Taskforce meeting scheduled for March 2021 to continue to strategize about framework and rollout
1.6	Number of community partners increase by %	Data being compiled	3%	On-Track	<ul style="list-style-type: none"> Compendium of in school community provided supports completed. New partnerships are being created with CBOs and businesses.

Goal and Performance Objectives

Goal 1: Student Achievement – PCSD will accelerate the academic performance of all students.

Strategy Map Focus Area	Performance Objective	Prior Year(s)	Target 2020-2021	Quarter 2 Status	Notes
1.6	Broaden strategic partnership with Poughkeepsie Public School Foundation, aligned to the Poughkeepsie Education Promise including support for Community Schools	-		On-Track	<ul style="list-style-type: none"> • Attending monthly PPSF meetings (business, fundraising, and communication). • Working collaboratively to identify PCSD Alumni. • Worked collaboratively on the PCSD Exemplary Educator Event. • Working on other projects.
1.6	Strengthen strategic partnerships with higher education institutions in the Mid-Hudson Valley	-		On-Track	<ul style="list-style-type: none"> • Met with collegiate presidents from the following institutions: <ul style="list-style-type: none"> • Marist College • SUNY New Patlz • St. Marys College • June meetings scheduled with: <ul style="list-style-type: none"> • Bard College • Vassar College
1.6	Create increased engagement opportunities with major civic, legislative, business, community and faith-based organizations	-		On-Track	<ul style="list-style-type: none"> • Partnership opportunities continued to be explored. Following are partnerships created/expanded: <ul style="list-style-type: none"> • Dutchess County Behavioral & Community Health • Dutchess County Stabilization Center & Service • Mobile Crisis Intervention • Mental Health America of Dutchess County • Community Action Partnership for Dutchess County • Dutchess One Stop Career Center • Dutchess County Youth One Stop • Dutchess County Regional Chamber of Commerce • Legal Services of the Hudson Valley • Planned Parenthood • National Fatherhood Initiative • American Red Cross • SNUG Poughkeepsie • Mediation Center of Dutchess County • National Alliance of Mental Illness Mid Hudson • Central Hudson • Etc.
1.6	Develop relationships with corporate, healthcare, higher ed, and faith-based strategic partners to support Community Schools.	-		On-Track	<ul style="list-style-type: none"> • Partnership opportunities continued to be explored. • See list above



Goal and Performance Objectives					
Goal 2: Resource Stewardship – PCSD will utilize existing resources to support the optimal operations of the district and identify new resources to support increased programming and access for all students.					
Strategy Map Focus Area	Performance Objective	Prior Year(s)	Target 2020-2021	Quarter 2 Status	Notes
2.1	Balance the 21-22 District budget	-	-	Goal Achieved	<ul style="list-style-type: none"> 21-22 budget completed.
2.1	21-22 District Budget successfully received taxpayer approval	67%	70%	Goal Achieved and Exceeded	<ul style="list-style-type: none"> Approval rating was 71.4%. Highest in nine years.
2.1	Maintain spending limits within approved budget	-	-	Goal Achieved	<ul style="list-style-type: none"> Spending is within limits.
2.1	Provide monthly updates to BOE and community on district budget	6	10	On-Track	<ul style="list-style-type: none"> To date 9/10 monthly updates have been provided.
2.1	Increase the % of funding coming in from external sources (grant)	\$11,890,806	5%	On-Track	<ul style="list-style-type: none"> Secured the services of grant writing firm (RJMA) to aid in securing additional funding. To date 8 grants applied for. Additional applications in process.
2.1	Increase the % of funding coming in from external sources (philanthropic)	\$81,700	10%	On-Track	
2.1	Internal Audits receive less than ## findings	17	10	On-Track	<ul style="list-style-type: none"> 20-21 Internal Audit to be completed by June 30, 2021.
2.1	Develop a 4- year financial plan that is Board reviewed and approved by June 30, 2021	-	June 2021	On-Track	<ul style="list-style-type: none"> Presentation to BOE scheduled for June 16, 2021 meeting.
2.1	District receives an unqualified opinion for annual financial statements	Yes		Goal Achieved	
2.2	Increase the % of general fund resources spent on instruction	N/A	2%	On-Track	<ul style="list-style-type: none"> In process
2.2	Ensure that Community School funding supports initiative	N/A	-	On-Track	<ul style="list-style-type: none"> Monitoring occurring and spending is inline with community school budget.
2.2	Increase Employee Attendance by (Data will be presented during quarterly updates by collective bargaining units and as one group)	3,849.50 days of leave taken	5%	On- Track	<ul style="list-style-type: none"> To date 3,147.75 days of leave taken.
2.3	Develop school-based budgeting process	-	November 2020	Goal Achieved	<ul style="list-style-type: none"> School based budgeting process used for 21-22 budget. Refinements will be evident for the 22-23 budget development process. A school based equity model has been developed and will be modified where necessary for the 22-23 budget development process.
2.3	Develop a system for allocating financial resources to schools based on an equity model	-	November 2020	Goal Achieved	

Goal and Performance Objectives					
Goal 3: Internal Processes, Systems, & Structures – PCSD will build and strengthen internal process, systems and structures to ensure that PCSD is operating optimally to achieve its goals.					
Strategy Map Focus Area	Performance Objective	Prior Year(s)	Target 2020-2021	Quarter 2 Status	Notes
3.1	Develop and implement a staffing strategy focused on attracting, selecting, training and retaining an effective diverse corps of teachers and administrators	-	February 2021	Goal Achieved	<ul style="list-style-type: none"> Strategy Completed. Work ongoing.
3.1	Develop and implement an educator recognition program that acknowledges and celebrates exemplary teachers, administrators and staff	-	Spring 2021	Goal Achieved	<ul style="list-style-type: none"> Event held on April 15, 2021.
3.1	Convert the employee application process from pencil and paper to online	-	Spring 2021	On-Track	<ul style="list-style-type: none"> Work is currently underway. Leadership received demo of platform in April. Anticipated implementation July 2021.
3.1	Develop process for controlling the hiring of positions	-	Fall 2020	Goal Achieved	
3.1	Develop an Annual Schedule for the Building and Facilities that outlines routine maintenance and cleaning	-	Spring 2021	On-Track	<ul style="list-style-type: none"> Work is currently underway to develop schedule for traditional school year. <ul style="list-style-type: none"> Schedule has been developed for Remote and Hybrid instruction models.
3.1	Refine the Board Agenda structure to support a more efficient BOE meeting	-	Summer 2020	Goal Achieved	<ul style="list-style-type: none"> Refinements are ongoing.
3.2	Maintain cleanliness rating for facilities of 90% (inside school) [Principal Satisfaction]	-	90%	On-Track	<ul style="list-style-type: none"> Survey currently being finalized. Will be presented to building leadership during June 2021.
3.2	Maintain cleanliness rating for grounds of 90% (outside of schools) [Principal Satisfaction]	-	90%	On-Track	
3.2	Successfully transition all central function departments to the Columbus Building	-	Summer 2020	Goal Achieved	
3.2	Successfully establish the BOE meeting space at the Columbus Building	-	Fall 2020	Off-Track w/new target completion date	<ul style="list-style-type: none"> 95% completed. Furniture secured
3.2	Successfully create a professional learning training space at the Columbus Building for all staff	-	Winter 2020	Off-Track w/new target completion date	<ul style="list-style-type: none"> Technology being identified and ordered. June 2021 completion date.
3.2	Complete the telephone system upgrade project to provide school and community stakeholders with better access to communicate with district staff	-	Fall 2020	Goal Achieved	<ul style="list-style-type: none"> Additional enhancements and upgrades are ongoing.

Goal and Performance Objectives

Goal 3: Internal Processes, Systems, & Structures – PCSD will build and strengthen internal process, systems and structures to ensure that PCSD is operating optimally to achieve its goals.

Strategy Map Focus Area	Performance Objective	Prior Year(s)	Target 2020-2021	Quarter 2 Status	Notes
3.2	Create a comprehensive telephone directory and publish to district website	-	October 2020	Goal Achieved	
3.2	Enhance the District’s website with additional functionality and ease of use	50%	November 2020	Goal Achieved	<ul style="list-style-type: none"> Functionality Improved Dutchess BOCES secured to provide support.
3.2	Number of weekly communication briefings (Superintendent’s Brief) that inform the Board and community on district specific issues, news items, community engagements, plans and operations that the Superintendent is engaged in to move the District forward	70	80	On-Track	<ul style="list-style-type: none"> Work is currently underway. To date 62/80 communication briefs have been developed and disseminated.
3.2	Number of local community engagements and presentations by the Superintendent and Senior Staff to build trust, strengthen the positive narrative, and instill public confidence in the District	13	20	On-Track	<ul style="list-style-type: none"> Senior staff have been actively participating in community engagements and presentations locally.
3.2	Number of Principal Fireside Chats to build trust, strengthen school and home partnership, and keep parents informed	38	70	On-Track	<ul style="list-style-type: none"> Principal Fireside Chats are occurring regularly.



Goal and Performance Objectives					
Goal 4: Organizational Effectiveness – PCSD will improve its effectiveness by making decisions that are researched based, fiscally sound, and driven by data.					
Strategy Map Focus Area	Performance Objective	Prior Year(s)	Target 2020-2021	Quarter 2 Status	Notes
4.1	Develop a comprehensive plan for the transformation of Poughkeepsie Middle School	-	April 2021	Off – Track w/new target completion date	<ul style="list-style-type: none"> Focus Groups were held with PMS and PHS students, staff, parents and community members. Data is currently being reviewed.
4.1	Develop a comprehensive plan for the transformation of Poughkeepsie High School to support students’ college and career aspirations	-	April 2021	Off- Track w/new target completion date	<ul style="list-style-type: none"> Comprehensive plan will be completed during the 21-22 academic year. Awaiting the hiring, involvement and leadership of the Assistant Superintendent for Secondary Education.
4.1	Expand the number of college representatives at Poughkeepsie High School College Fair to	76	150	Goal Achieved and Exceeded	<ul style="list-style-type: none"> Created Virtual College fair featuring 164 colleges and universities.
4.1	Develop a plan for career exploration opportunities for students grades 7 – 12	-	Fall 2020	Goal Achieved	<ul style="list-style-type: none"> Through SML 7-12 grade students will be provided with opportunities to explore various careers. SML College and Career began February 27, 2021.
4.2	Develop an aspiring leaders academy for teachers and assistant principals seeking to maximize their leadership potential	-	Spring 2021	Goal Achieved	<ul style="list-style-type: none"> Framework for Aspiring Leadership Program developed Summer 2021 Implementation
4.2	Conduct monthly leadership meetings with school based leadership to enhance their effectiveness as leaders in the Poughkeepsie City School District	6	12	On-Track	<ul style="list-style-type: none"> Monthly principal meetings are taking place. Weekly conversations and support has provided since the beginning of the school year.
4.2	Establish a Principal Advisory Committee – quarterly, and as needed meetings with Principals and Cabinet level leaders to identify issues, problem solve, and receive feedback from Principals on key initiatives and central office supports	-	4	Goal Achieved	<ul style="list-style-type: none"> Monthly all administrator meetings are occurring. These meetings provide opportunity for principals, department heads, and cabinet members to identify issues, resolve problems, and discuss the interplay of central office and schools. To date four (4) all administrators meetings have been held.
4.3	Launch a Capital Improvement Referendum targeted to improve PCSD facilities and improve the learning environment	-	October 2020	Goal Achieved	
4.4	Ensure that all cabinet members have established goals and performance objectives aligned to the District’s Annual Goals and Performance Objectives	-	100%	Goal Achieved	
4.4	Ensure that all cabinet members are annually evaluated	-	100%	On-Track	<ul style="list-style-type: none"> Tool developed. Formal evaluations to take place June 2021.

Goal and Performance Objectives

Goal 4: Organizational Effectiveness – PCSD will improve its effectiveness by making decisions that are researched based, fiscally sound, and driven by data.

Strategy Map Focus Area	Performance Objective	Prior Year(s)	Target 2020-2021	Quarter 1 Status	Notes
4.4	Ensure that all division heads have established goals and performance objectives aligned to the District’s Annual Goals and Performance Objectives	-	100%	Goal Achieved	
4.4	Ensure that all division heads are annually evaluated	-	100%	On-Track	<ul style="list-style-type: none"> Formal evaluations to take place June 2021.
4.4	Ensure that all principals have established goals and performance objectives aligned to the District’s Annual Goals and Performance Objectives	-	100%	Goal Achieved	
4.4	Ensure that all principals are annually evaluated	-	100%	On-Track	<ul style="list-style-type: none"> Formal evaluations to take place June 2021.





Summary:

This report provides updates on the status of performance objective activity to achieve the 20-21 District Annual Goals and serves as a “dashboard document” – a tracking tool to ensure accountability. It is clear that the Poughkeepsie City School 20-21 District Strategic Plan is in motion. The activity highlighted in this document to improve student achievement, maximize district resources, establish sound systems and structures, and strengthen the effectiveness of the organization is what is needed to achieve PCSD goals.

Questions and Answers

