



From Promise to Fulfillment: Elevating Student Success

VISION • JOURNEY • DESTINATION

2022 CONVOCATION ADDRESS

Dr. Eric Jay Rosser, Superintendent of Schools

Discussion Points

PCSD Background – What is the Poughkeepsie City School District context?

Focused Areas of Improvement – What are we working to improve?

PCSD's Strategy – What is our methodology to improve?

Milestones – What has our strategy yielded to date?

Next Steps – What's on the horizon?



PCSD Background

7 Schools

850 Staff

4154 Students

73% Economically Disadvantaged

60% 4 yr. Graduation Rate

- 28% Students with Exceptionalities

- 17% English Language Learners

NYSED Accountability Designation: Target

- 2020 NYSED Report Data



Focused Areas of Improvement

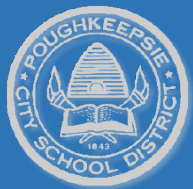


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|--|
| Misalignment in Instructional Strategies from school to school |
| Content Rigor Concerns |
| Low K- 12 Student Performance |
| 4-year High School Graduation Rates |
| High Rates of High School Non-Completion |
| Missed Opportunities for Students |
| Organizational Effectiveness |
| Need for increased District-wide Parent Partnership/Engagement |
| Need for increased Community Partnership/Engagement |

Basic Elements of Success



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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

Student Achievement

- Established all PCSD schools as Community Schools, which will benefit from a framework and funding to support student success through a model that strategically involves community.
- Identified a research-based K-8 ELA/Math curriculum to be implemented in 2021-2022.
- Morse Elementary School achieved 11 of 12 demonstrable improvement indicators (Receivership).
- A draft plan has been developed to support English Language Learners.
- Established Grade Level Expectations, Prek – 8 describing what students should know and be able to do by the end of each grade level (designed for parents).
- Established a district-wide framework for bolstering literacy and foundational Math skills.
- Access to over 12,000 high quality digital books have been incorporated into the instructional program (myOn and Sora).
- Allocated funding to support full-time Librarians in every PCSD school.
- Expanded instructional resources to expand student learning outside of the school environment.
- Issued student learning devices (Chromebooks) to enhance student learning during the pandemic.
- Issued laptops to teachers to enhance student learning during the pandemic.

Enhanced Student Opportunities

- Established Superintendent's Student Advisory Committee (9th -12th grade students).
- Designed and implemented a Saturday enrichment program (Saturday Morning Lights) for K-12 students.
- Launched Youth Empowerment Summit to support leadership skill development.
- Developed local partnerships to provide PCSD students with additional instructional and positive youth development opportunities.

Culture, Climate and School Safety

- Allocated funding to support full-time Social Workers to every PCSD school.
- Trained Safety Officers in student de-escalation strategies.
- A system to better secure PCSD buildings is currently being implemented.
- Developed a Youth Risk Surveillance Survey (YRBS) for PCSD students grades 6-12.

2019-2021 Selected Milestones: Student Achievement



2019-2021 Selected Milestones: Student Achievement



Staff Capacity and Support

- Professional development is provided to staff to support their capacity in meeting student need.
- Administrators undergo monthly professional development to build their instructional, organizational, and operational leadership skills.
- Teacher Resource Center established, opened, and resourced.

Parent Empowerment, Educational, and Engagement

- Parent Empowerment Center established, opened, and resourced.
- Free workshops for parents offered through the Parent Empowerment Academy.
- 3 -Year Parent and Community Engaged Plan developed.
- Three dynamic District Family Advocates hired to support parent needs.
- Two highly informative family guides created to support parent understanding of PCSD Reopening.

Community Engagement and Partnerships

- Co-founded the Poughkeepsie Children's Cabinet with Mayor Rolison
- Created a space for community organizations to be an equal partner in student and family success.
- Strengthened PCSD's relationships with:
 - Teachers/Principals
 - Taxpayers
 - Community-based Organizations
 - Business Community
 - Foundations and Philanthropic Community
 - Higher Education
 - Strategic Partners
 - City Government
 - County Government
 - Hudson Valley Legislative Delegation
 - New York State Department of Education



2019-2021 Selected Milestones: Resource Stewardship

- **Fiscal Responsibility and Stability**

- PCSD's financial outlook has improved significantly in one year, providing greater capacity to grow student program and supports, and stabilize district finances.
- Corrected a multimillion dollar budget challenge greatly contributed to PCSD long standing structural deficit.
- Significantly cut overtime cost without disrupting work toward operational goals.
- Significant improvements were noted in the 2020 year-end financial audit.
- Balanced multi-year school budgets.
- Executing a plan that will settle all collective bargaining unit contracts by year ending 2023.
- Developed a comprehensive 4-year financial plan focused on cost savings, cost avoidance, and revenue generation designed to eliminate the potential of any future structural deficits.

- **Align Resources to Strategic Priorities**

- Shift in spending is resulting in more funding supporting student programming and supports.
- Aligned state funding to support Community School Initiative.
- District has made application to over \$5 million dollars in grant funding to support growth and expansion of district strategic priorities.

- **Create Equity in Allocation of Resources to Schools**

- PCSD instituted a school-based budgeting process for the 21-22 academic year.
- Factors such as enrollment, academic and social emotional needs, and NYSED designation are being factored into an equity model for the allocation of resources to each school for the 21-22 academic year.



2019-2021 Selected Milestones: Internal Processes, Systems, & Structures



Improve Effectiveness and Efficiency of District Processes

- Board of Education is reviewing and updating all Board Policies.
- Board of Education continues to improve its functionality.
- Each Department Head is reviewing operational systems and updating procedures and utilizing technology innovations to replace antiquated systems.

Improve Internal and External Customer Service

- An emphasis on impeccable internal and external communication is key to the success of the organization is being articulated and supported from the top down.
- One hundred and fifty-six weekly communications (Superintendent's Briefs) have been published and distributed to more than 1,500 people weekly since September 2019.
- Over 100 Principal Fireside Chats have been held since September 2020.
- Senior staff and the superintendent are engaging community stakeholders in conversations connecting the work of the Poughkeepsie City School District to broader interconnected community-based work.
- A complete telephone system upgrade has been completed to replace a system that would intermittently be inoperable.
- The district website has been revamped to provide more information and accessibility to school and community stakeholders.



Foster a Culture of High Expectations to Support College and Career Readiness for all Students

- Currently collecting public feedback to develop instructional program pathways aligned to emerging industry and occupational fields in the Hudson Valley.
- Developing a framework for college readiness and workforce education.
- Created a virtual college tour representing 164 colleges and universities.
- Working with community-based organizations to expand student college and career exploration.

Transform and Develop Effective and Sustainable Leadership

- A framework for an Aspiring Leadership Academy for teachers and administrators to maximize their leadership potential has been developed.
- Administrators undergo monthly professional development to build their instructional, organizational, and operational leadership skills.

Develop 21st Century Learning Environments

- Gained approval and launched a \$98 million Capital Improvement Project.
- A \$ 4- 5 million Energy Performance Project will launch in 2021-2022.
- A plan to upgrade student furniture was launched one year earlier than scheduled.
- PCSD obtained approval to spend \$2.3 million in classroom technology upgrades.

Ensure a Culture of Accountability

- Established an accountability system that evaluates the academic, operational, and fiscal performance of the school district.
- Established an accountability system that evaluates staff performance annually.

2019 -2021 Selected Milestones: Organizational Effectiveness

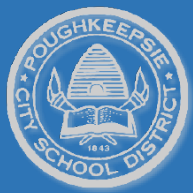


Next Steps



What are we doing to
Elevate Student Success
throughout the 2021-
2022 academic year?

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Poughkeepsie City School District

2021– 2022 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.

Student Achievement

Improve Student Achievement

1.1

Provide equitable opportunities and access to all students

1.2

Improve culture, climate and school safety

1.3

Build staff capacity and improve support

1.4

As partners, engage, educate , and foster empowerment among our families

1.5

Engage and expand partnerships with community stakeholders

1.6

Resource Stewardship

Ensure fiscal responsibility and stability

2.1

Align resources with strategic priorities

2.2

Create equity in allocation of resources to schools, departments and programs

2.3

Internal Processes, System & Structures

Improve effectiveness and efficiency of the district

3.1

Improve internal and external communication and collaboration

3.2

Emphasize data acquisition, accountability and verification

3.3

Organizational Effectiveness

Foster a culture of high expectations to support college, career and civic 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

2021 – 2022

POUGHKEEPSIE CITY SCHOOL DISTRICT ANNUAL GOALS AND PERFORMANCE OBJECTIVES

Goal and Performance Objectives

Goal 1: Student Achievement – Poughkeepsie City School District will accelerate the academic performance of all students.

| Strategy Map Focus Area | Performance Objectives | 2021 – 2022 Target |
|----------------------------|--|--------------------|
| 1.1 | Increase the number of NYSED Accountability Rated “Good Standing” PCSD schools | 3 |
| 1.1 | Receivership School meets its demonstrable improvement indicators | 12/12 |
| 1.1 | Increase the 4 – year Cohort graduation rate by | 2% |
| 1.1 | Increase the 4 – year Cohort graduation rate for student with exceptionalities by | 5% |
| 1.1 | Increase the 4 – year Cohort graduation rates for English Language Learner by | 5% |
| 1.1 | Increase the number of students proficient in ELA (Scoring 3 or 4) Grades 3 – 8 NY State Assessments to | 25% |
| 1.1 | Increase the number of students proficient in Math (Scoring 3 or 4) Grades 3 – 8 NY State Assessments to | 20% |
| 1.1. | Provide targeted extended learning academic supports for ELL and students with exceptionalities | Fall 2022 |
| 1.1 | Bring forward elementary grading protocols and policy recommendation to Board of Education | June 2022 |
| 1.1 | Bring forward an elementary homework policy recommendation to Board of Education | June 2022 |
| 1.1 | Recommend a PreK curriculum to Board of Education for adoption | June 2022 |
| 1.1 | Recommend a 6 – 8 Social Studies curriculum to Board of Education for adoption | June 2022 |
| 1.1 | Recommend a 6-8 Science curriculum to Board of Education for adoption | June 2022 |
| 1.1 | Recommend an elementary – high school Life Skills curriculum to Board of Education for adoption | June 2022 |
| 1.1 | Recommend an adaptive physical education curriculum to Board of Education for adoption | June 2022 |
| 1.1 | Develop Grade Level Expectations for grades 9 – 12 outlining what students should know and be able to do by the end of that grade level and present to Board | Spring 2022 |



2021 – 2022

POUGHKEEPSIE CITY SCHOOL DISTRICT ANNUAL GOALS AND PERFORMANCE OBJECTIVES

| Goal and Performance Objectives | | |
|---|--|---------------------------|
| Goal 1: Student Achievement – Poughkeepsie City School District will accelerate the academic performance of all students. | | |
| Strategy Map Focus Area | Performance Objectives | 2021 – 2022 Target |
| 1.1. | Transition PCSD PreK program from ½ day to full-day programming | Fall 2021 |
| 1.1 | Establish full-day PreK programming in the community | Fall 2021 |
| 1.1 | Develop a comprehensive Literacy Plan | June 2022 |
| 1.1 | Secure 3 book vending machines for three elementary schools | June 2022 |
| 1.1 | Invest \$100,000 in the acquisition of culturally and linguistically rich text for PCSD libraries | Spring 2022 |
| 1.2 | Deliver a targeted number of academic, social, emotional, and wellness activities for children and parents in "Lights" Initiative programing | 30 different activities |
| 1.2 | Increase the number of youth participants in the Annual Youth Empowerment Summit by: | 150 students |
| 1.2 | Number of students in every PCSD school who have opportunities for off campus enrichment opportunities (field trips) increased by: | Baseline |
| 1.2 | Increase the number of student talent showcased through district-wide events (Music and Art) to: | 10 district-wide events |
| 1.2 | Increase the number of online instructional and social emotional resources to | 15 |
| 1.2 | Students read books from school libraries: - 40 on average (Elementary) - 6 on average (Secondary) | 50% of student population |
| 1.2 | Increase the number of students participating in extended learning programming by: | 20% |
| 1.2 | Expand Superintendent's Student Advisory Committee to include 6 – 8 grade students. Superintendent's Student Advisory will comprised of students from grades 6 – 12. (Quarterly meetings with students will be held to discuss the student experience, problem solve, and receive feedback from students regarding the district's service and support to them) | 4 meetings |
| 1.2 | Establish athletic opportunities for students with exceptionalities (i.e. basketball, bowling, tennis, track) | Spring 2022 |
| 1.2 | Develop a framework for the My Brother's Keeper Program and implement | Spring 2022 |



2021 – 2022

POUGHKEEPSIE CITY SCHOOL DISTRICT ANNUAL GOALS AND PERFORMANCE OBJECTIVES

Goal and Performance Objectives

Goal 1: Student Achievement – Poughkeepsie City School District will accelerate the academic performance of all students.

| Strategy Map Focus Area | Performance Objectives | Target 2021-2022 |
|-------------------------|--|------------------|
| 1.3 | Establish a Trauma Informed Schools Initiative Plan | Spring 2022 |
| 1.3 | Establish a comprehensive Attendance Improvement Plan | Spring 2022 |
| 1.3 | Decrease the number of students with 15 or more (Chronic) cumulative absences decreases by | 10% |
| 1.3 | Student attendance (ADA) increases by #% in the aggregate year to year | 3% |
| 1.3 | Update the Attendance Policy and recommend changes to the Board of Education | Spring 2022 |
| 1.3 | Short-term suspensions (district-wide) are reduced by % when compared to year ending 2019 | 10% |
| 1.3 | Long-term suspensions (district-wide) are reduced by % when compared to year ending 2019 | 10% |
| 1.3 | Form a committee represented by all school stakeholders and update the Code of Conduct for Board of Education adoption | May 2022 |
| 1.3 | Administer the Youth Risk Behavior Surveillance System (YRBSS) to 6 th -12th grade students | May 2022 |
| 1.3 | Upgrade the district's security system infrastructure (upgrade and purchase of additional cameras, integrated communication systems, etc.) | June 2022 |
| 1.4 | Provide targeted professional development opportunities monthly to all categories of PCSD employees | Monthly |
| 1.4 | Percentage of teachers who agreed that the training they received was relevant to their professions | 90% |
| 1.4 | Percentage of building leaders who agreed that the training they received was relevant to their professions | 90% |
| 1.4 | Percentage of division heads who agreed that the training they received was relevant to their professions | 90% |
| 1.4 | Percentage of cabinet members who agreed that the training they received was relevant to their professions | 90% |
| 1.4 | Percentage of staff who agreed that the training they received was relevant to their professions | 90% |
| 1.4 | Develop an online professional development system for staff | Spring 2022 |
| 1.5 | Create a second full-service Parent Empowerment Center located in the community | Spring 2022 |



2021 – 2022

POUGHKEEPSIE CITY SCHOOL DISTRICT ANNUAL GOALS AND PERFORMANCE OBJECTIVES

Goal and Performance Objectives

Goal 1: Student Achievement – Poughkeepsie City School District will accelerate the academic performance of all students.

| Strategy Map Focus Area | Performance Objectives | 2021 – 2022 Target |
|-------------------------|---|------------------------|
| 1.5 | Provide Parent Empowerment Center Workshops | 50 different workshops |
| 1.5 | Update Parent and Community Engagement Policy | June 2022 |
| 1.5 | Implement the Annual Parent Empowerment Festival | Spring 2022 |
| 1.5 | Install Parent resource Kiosk in each PCSD building (Elementary, Middle, High, Central) | June 2022 |
| 1.6 | Increase the number of community partners increase by | 3% |
| 1.6 | Partner with the Poughkeepsie Public School Foundation to deliver two programmatic events | June 2022 |
| 1.6 | Partner with higher education institutions in the Mid-Hudson Valley to deliver 10 different programs for PCSD students | June 2022 |
| 1.6 | Partner with major civic, legislative, business, community and faith-based organizations to deliver 20 different programs for PCSD students | June 2022 |
| 1.6 | Host Bi-Monthly meetings with community partners | 5 meetings |
| 1.6 | Develop an Alumni Outreach Plan and register new 1000 alumni to PCSD database | June 2022 |
| 1.6 | Develop a plan to establish a Veteran's Memorial at Poughkeepsie High School | March 2022 |



2021 – 2022

POUGHKEEPSIE CITY SCHOOL DISTRICT ANNUAL GOALS AND PERFORMANCE OBJECTIVES

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 Objectives | 2021 – 2022 Target |
|-------------------------|---|--------------------|
| 2.1 | Provide department and school based budgets to department heads and school leaders | September 2021 |
| 2.1 | Establish an Athletic Booster Club | Spring 2022 |
| 2.1 | Establish school “Swag Stores” and allocate 3% of profit to PTA and 2% of profit to schools (Note: 5% is the percentage received from the vendor on each sell) | Fall 2021 |
| 2.1 | Balance the 22-23 District budget | April 2022 |
| 2.1 | 22-23 District Budget successfully received taxpayer approval | 70% |
| 2.1 | Maintain spending limits within approved budget | - |
| 2.1 | Seek to reduce expenditures by achieving better costs through issuing competitive RFPs | - |
| 2.1 | Provide monthly updates to BOE and community on district budget | 10 |
| 2.1 | Increase the % of funding coming in from external sources (grant and donations) | 5% |
| 2.1 | Increase the % of funding coming in from external sources (philanthropic) | 10% |
| 2.1 | Develop the Grant Management Operations | Spring 2022 |
| 2.1 | Internal Audits receive less than ## findings | 10 |
| 2.1 | District receives an unqualified opinion for annual financial statements | |
| 2.2 | Increase the % of general fund resources spent on instruction | 2% |
| 2.2 | Ensure that Community School funding supports initiative | - |
| 2.3 | Implement school-based budgeting process | November 2021 |
| 2.3 | Allocating financial resources to schools based on an equity model | November 2021 |
| 2.3 | Develop a plan to reallocate a % of concession profits to athletic program | June 2022 |
| 2.3 | Create a master inventory to account for all district assets | June 2022 |



2021 – 2022

POUGHKEEPSIE CITY SCHOOL DISTRICT ANNUAL GOALS AND PERFORMANCE OBJECTIVES

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 Objectives | 2021 – 2022 Target |
|-------------------------|---|--------------------|
| 3.1 | Implement a multipronged staffing strategy designed to attract and retaining an effective diverse corps of staff, teachers and administrators that results in 80% of staffing being in place by the first week of school. | September 2021 |
| 3.1 | Create a Welcome to PCSD Employment Packet for all new employees | Fall 2021 |
| 3.1 | Develop new employee orientation onboarding to be implemented for August 2022 | June 2022 |
| 3.1 | Increase the number of new teacher substitutes by 50 | June 2022 |
| 3.1 | Implement the Exemplary Educator Program designed to acknowledge and celebrate exemplary teachers, administrators and staff | Spring 2022 |
| 3.1 | Increase Employee Attendance by (Data will be presented during quarterly updates by collective bargaining units and as one group) | 5% |
| 3.1 | Commission a demographic study to determine future enrollment trends and use data to reconstitute elementary schools | Spring 2022 |
| 3.1 | Develop a process of address verification for out of district placed students and private and parochial students who reside in city | Fall 2022 |
| 3.1 | Enter all out of district placed students and private and parochial school students into the Infinite Campus system | Spring 2022 |
| 3.1 | Create a document library that serves as a repository of all operational documents and forms | Spring 2022 |
| 3.1 | Develop an Administrators Handbook that outlines expectations, procedures, and protocols | June 2022 |
| 3.1 | Maintain cleanliness rating for facilities of 90% (inside school) [Principal Satisfaction] | 90% |
| 3.1 | Maintain cleanliness rating for grounds of 90% (outside of schools) [Principal Satisfaction] | 90% |



2021 – 2022

POUGHKEEPSIE CITY SCHOOL DISTRICT ANNUAL GOALS AND PERFORMANCE OBJECTIVES

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 Objectives | 2021 – 2022 Target |
|-------------------------|---|-------------------------------------|
| 3.2 | Enhance the District's website with additional functionality and ease of use | November 2021 |
| 3.2 | Number of weekly communication briefings to inform the Board and community on district specific news, community engagements events, plans and operations | 80 Superintendent Briefs |
| 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 | 10 |
| 3.2 | Each a school will host a monthly Principal Fireside Chats to build trust, strengthen school and home partnership, and keep parents informed | 70 Fireside Chats |
| 3.2 | Establish an Athletic Handbook to educate parents of PCSD requirements and NCAA clearinghouse information | Spring 2022 |
| 3.2 | Replace School Messenger with Parent Square and roll out | Fall 2022 |
| 3.2 | Host 4 Superintendent Fireside Chats in various areas throughout the City of Poughkeepsie | May 2022 |
| 3.2 | Establish a Special Education Advisory Committee (Quarterly Meetings) | 4 meetings |
| 3.2 | Establish a Special Education Parent Teacher Association | Number of meetings to be determined |
| 3.2 | Create Shared Decision Making Teams at each school comprised of administration, teachers, staff, parents, community based organizations | Spring 2022 |
| 3.2 | Create and distribute monthly Athletics Newsletter | 10 issues |
| 3.2 | Create and host 10 Parent Advisory Committee meetings | 10 meetings |



2021 – 2022 POUGHKEEPSIE CITY SCHOOL DISTRICT ANNUAL GOALS AND PERFORMANCE OBJECTIVES

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 Objectives | 2021 – 2022 Target |
|-------------------------|--|--------------------|
| 3.3 | Establish a data reporting calendar for local and state reporting | October 2021 |
| 3.3 | Create and operationalize a monthly data dashboard | Spring 2021 |
| 3.3 | Host regular data review meetings with schools, departments, and district leadership | 10 meetings |
| 3.3 | Establish Data Teams at each school (school leadership and other staff) | Spring 2022 |
| 3.3 | Develop a data quality and accuracy protocol and implement | Spring 2022 |



2021 – 2022

POUGHKEEPSIE CITY SCHOOL DISTRICT ANNUAL GOALS AND PERFORMANCE OBJECTIVES

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 Objectives | 2021 – 2022 Target |
|-------------------------|---|--------------------|
| 4.1 | Develop a comprehensive plan for the transformation of Poughkeepsie Middle School | April 2022 |
| 4.1 | Develop a comprehensive plan for the transformation of Poughkeepsie High School to support students' college and career aspirations | April 2022 |
| 4.1 | Host college fair at Poughkeepsie High School with no less than 150 representatives | Spring 2022 |
| 4.1 | Develop a plan for career exploration opportunities for students grades 7 – 12 | Spring 2022 |
| 4.1 | Host a panel of recent high school graduates seeking their input on how PCSD could have better prepared them for post-secondary options | Winter 2021 |
| 4.1 | Host 1 Family College Tour to a local college | Spring 2022 |
| 4.1 | Provide 3 college tours to PMS and PHS students | Spring 2022 |
| 4.2 | Expand the number of Aspiring Leaders Academy participants for the 22-23 academic year | 25 participants |
| 4.2 | Conduct monthly leadership meetings with school-based leadership to enhance their effectiveness as leaders in the Poughkeepsie City School District | 12 |
| 4.2 | Hold Principal Advisory Committee – quarterly to identify issues, problem solve, and receive feedback from Principals on key initiatives and central office supports | 4 |
| 4.3 | Launch a 3-4 year classroom furniture replacement project | Fall 2022 |
| 4.3 | Create a PreK learning Innovation Lab | Winter 2022 |
| 4.3 | Execute the Capital Improvement Plan meeting all 2021-2022 goals | June 2022 |
| 4.3 | Develop a plan to spend \$3 million in SMART BOND funding to strengthen the district's technological infrastructure (i.e., security systems, technology in the classroom, etc.) | |
| 4.4 | Negotiate a refined APPR tool with PPSTA | Winter 2022 |



2021 – 2022

POUGHKEEPSIE CITY SCHOOL DISTRICT ANNUAL GOALS AND PERFORMANCE OBJECTIVES

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 Objectives | 2021 – 2022 Target |
|-------------------------|---|--------------------|
| 4.4 | Ensure that all cabinet members have established goals and performance objectives aligned to the District's Annual Goals and Performance Objectives | 100% |
| 4.4 | Ensure that all cabinet members are annually evaluated | 100% |
| 4.4 | Ensure that all division heads have established goals and performance objectives aligned to the District's Annual Goals and Performance Objectives | 100% |
| 4.4 | Ensure that all division heads are annually evaluated | 100% |
| 4.4 | Ensure that all principals have established goals and performance objectives aligned to the District's Annual Goals and Performance Objectives | 100% |
| 4.4 | Ensure that all principals are annually evaluated | 100% |



Next Steps – Conditions for Success

- **District**

- Maintaining Focus on Strategic Goals and Direction
- Growing Effective and Sustainable Leadership
- Being Transparent
- Strengthening Communication
- Building Alliances and Partnerships

- **Schools**

- Supporting the needs of the Whole child (Academic and Social Emotional)
 - PreK – 12 grade instructional programming connected to:
 - Foundational knowledge and skills acquisition
 - Collegiate opportunities
 - Emerging industry and occupational fields in the Hudson Valley
 - Social and Emotional supports and programming that:
 - Supports positive youth development
 - Stresses student leadership and responsibility
- Supporting Effective Instruction
- Developing Strong Partnerships and Collaboration among Parents and the Community



Next Steps – Conditions for Success

- **Poughkeepsie City School District Personnel**

- Maintaining integrity and holding ourselves personally and professionally accountable
- Perfecting our craft through reflection and professional learning
- Partnering with students' first teacher – Parents
- Embracing collectivism and abandoning individualism
- Championing Poughkeepsie City School District students

- **Students**

- Holding themselves responsible for their education
 - Conducting themselves in a manner that reflects a high regard for the educational process and district personnel
- Taking full advantage of the many resources and opportunities provided by PCSD and its strategic partners

- **Parents**

- Placing a high premium on their children's education
- Partnering with teachers and staff on the educational success of their children Holding themselves responsible for their education



On Behalf of all
Poughkeepsie City School
District Students,

Thank You in
Advance for all you
will do to Elevate
their Success this
year!



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