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2023 CONVOCATION ADDRESS

Dr. Eric Jay Rosser,
Superintendent of Schools


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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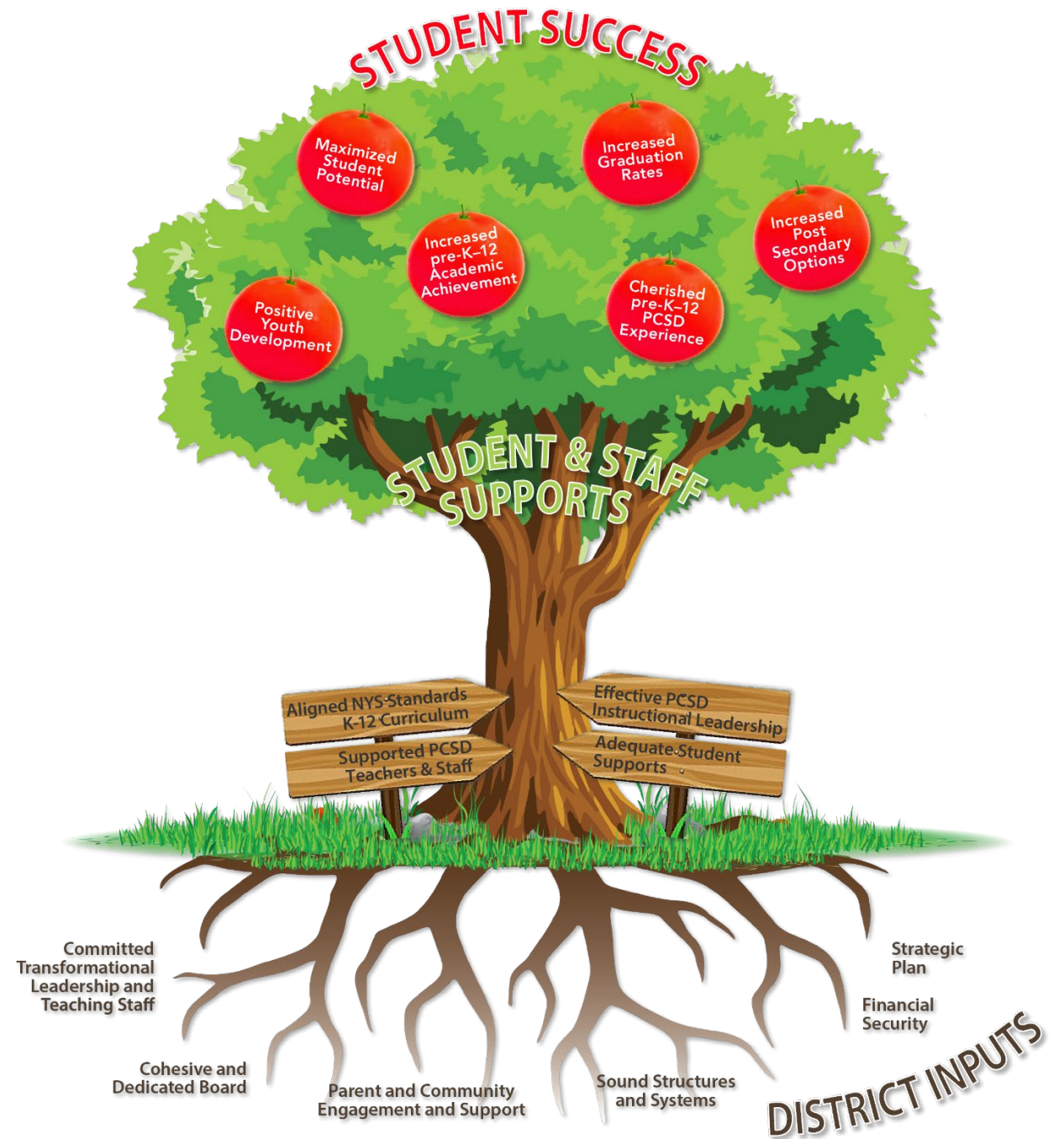
What was the State of PCSD in 2019?

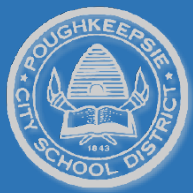
K- 8 Curriculum /Misalignment in Instructional Strategies from school to school		Disorganization (A Lack of Effective or Absent District Systems and Structures)
Content Rigor Concerns		Lack of Accountability Systems
Low K- 8 Student Performance		High level of Administrative and Teacher Turnover
Middle School Programming Concerns		Deteriorating Facilities
High Rates of High School Non-Completion		Concerning Financial Condition
Poor Graduation Rates		Concerns of School Culture and Safety
Student Supports Inadequate		Missed Opportunities for Students
Public Dissatisfaction with Schools		Lack of Metric Driven Strategic Plan
Need for increased District-wide Parent Partnership/Engagement		Need for increased Community Partnership/Engagement



What is the Desired State for PCSD?

“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.”





Poughkeepsie City School District

2021– 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.

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

2019-2022 Selected Milestones:

- Elevating Student Success
 - Established all PCSD schools as Community Schools. This has resulted in:
 - Full-time librarian at every school
 - Full-time social worker at every school
 - Art and music education at every school
 - Family advocate support for every school
(In 2022-2023 there will be a family advocate assigned to each school)
 - K-12 College readiness and workforce development programming
 - Increased community partnerships supporting student success in all schools
 - Extended learning opportunities
(i.e. Half-day PreK programming to full day, After/Before School, Saturday, Summer)
 - Adopted the iReady research-based K-8 ELA/Math curriculum
 - Greater supports to English Language Learners and Students with Exceptionalities
 - Provided access to over 12,000 high quality digital books for student learning in and out of school through myOn and Sora
 - Issued 1-to-1 Chromebook devices to every student and laptops to instructional staff
 - Developing instructional program pathways aligned to emerging industry and occupational fields in the Hudson Valley
 - Expanded student exploratory learning in and out of the classroom



2019-2022 Selected Milestones:

Elevating Student Success

- Established Superintendent's Student Advisory Committee involving 6th – 12th grade students
- Designed and implemented an enrichment program for K-12 students on Saturday (Saturday Morning Lights)
- Launched Youth Empowerment Summit to support leadership skill development
- Launched a Student Responsibility Campaign to assist students in understanding their role and responsibility in their educational success
- Increased the number of crisis intervention workers to address student trauma at PMS & PHS from 3 to 6 (In 2022-2023 all schools will have a crisis worker)
- Developed a \$3 million Safety and Security Project to be implemented in 2022-2023
- Developed a student social health survey (Youth Risk Behavior Surveillance Survey) for grades 6-12
- Developed a Youth Risk Surveillance Survey (YRBS) for PCSD students grades 6-12.



2019-2022 Selected Milestones:

Parent Empowerment, Educational, and Engagement

- Parent Empowerment Center (PEC) established, opened, and resourced (A second community based PEC will open in 2022-2023)
- Free workshops for parents offered through the PEC
- Launched Three -Year Parent and Community Engagement Plan
- Launched Parent Square, a multi-layered parent communication platform
- Over 100 Principal Fireside Chats have been held since September 2020

Community Engagement and Partnerships

- Through a partnership with Harvard University, co-founded the Poughkeepsie Children's Cabinet with Mayor Rolison. The Poughkeepsie Children's Cabinet is one of 47 in the country
- Senior staff and the superintendent continue to engage community stakeholders in conversations connecting the work of PCSD to broader interconnected community-based work
- Created a space for community organizations to be equal partners in supporting student and parent success
- Published and distributed over 218 weekly briefings (Superintendent's Briefs) highlighting the district's turn-around efforts and elevating student accomplishments to more than 2,000 people weekly



2019-2022 Selected Milestones:

Community Engagement and Partnerships

- Strengthened PCSD's relationships with:
 - Taxpayers
 - Community-based Organizations (e.g. Nubian Directions II, Art Effect, Poughkeepsie Public Library District, Family Services)
 - Business, Foundations, and Philanthropic Communities (e.g. IBM, Dyson Foundation, Poughkeepsie Public School Foundation)
 - Higher Education (e.g. Dutchess Community College, Vassar College, Marist College, SUNY New Paltz)
 - City and County Government
 - New York State Department of Education

Fiscal Responsibility and Stability

- Corrected a multimillion-dollar budget challenge which greatly contributed to PCSD's long-standing financial structural deficit
- Stabilized the district finances, significantly improving the district's capacity to grow student programs and supports
- Executing a comprehensive four-year financial plan focused on cost savings, cost avoidance, and revenue generation designed to eliminate the potential of any future structural deficits
- Acquired over \$6 million in competitive grant funding



2019-2022 Selected Milestones:

Organizational Effectiveness

- Governance team (Superintendent and Board) now operate in sync with policy and law
- Reviewing and updating all District policies
- Upgraded the district's telephone system from a system that would intermittently be inoperable
- Revamped the district website to provide more information and accessibility to school and community stakeholders
- 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

Transforming and Developing Effective and Sustainable Leadership

- Providing aligned and meaningful professional development to district staff
- Established, opened and resourced a district-wide Teacher Resource Center (will offer CTLE in 2022-2023)
- Providing coaching support for administrators and instructional staff
- Developed the Aspiring Leadership Academy to prepare teachers to serve in future leadership roles in PCS




2019-2022 Selected Milestones:

Developing 21st Century Learning Environments

- Launched a \$98 million Capital Improvement Project that will transform all seven district schools
 - Completing year 2 of the multi-year project.
 - In Phase I of establishing Innovation Labs in elementary and middle schools
 - Entering year 1 of PHS and PMS Auditorium Renovation Project
 - Designed a \$5.8 million Energy Performance Project that will launch in 2022-2023
 - Designed a \$3 million Safety and Security Plan will launch in 2022-2023
 - Applied for a \$6 million Capital Project “Clean Green” grant.
- Invested approximately \$2 million in upgrading PreK – 12 grade student furniture and an additional \$1.5 million is planned for 2022-2023
- Invested approximately \$2.3 million in classroom technology upgrades throughout the district



What is the Current State of PCSD?

K- 8 Curriculum adoptions and better alignment of instructional strategies from school to school		Improved Systems and Structures with additional growth needed
Content Rigor Concerns		Improved Accountability Systems
Low K- 8 Student State Test Performance but growth seen on iReady diagnostics		High level of Employee Turnover/Absences
Middle School/High School Programming Concerns		\$100 million + Capital Project in place
High Rates of High School Non-Completion		Strong Financial Condition
Improved Graduation Rates but more growth needed		Concerns of School Culture and Safety
Greater Student Supports but better alignment needed		Missed Opportunities for Students
Public Satisfaction/Dissatisfaction with Schools		Five Year Strategic Plan in Place
Increased District-wide Parent Partnership/Engagement with need for more engagement and partnership		Increased Community Partnership/Engagement with need for more engagement and partnership.



Poughkeepsie City School District

Sample 22-23 Performance Objectives*

*This year's performance objectives amount to more than 150 and are designed to continue the forward momentum of the Transformational efforts of the Poughkeepsie City School District.

- Revising and adopting new curriculum.
- Expanding Arts Education programming K-12.
- Increasing student social emotional supports districtwide.
- Implementing a Dual Language Program at ELC (PK-K).
- Extending athletic opportunities for students with exceptionalities (i.e. basketball, bowling, tennis, track).
- Developing Mindfulness/Sensory Rooms in 3 PCSD buildings.
- Upgrading student furniture as part of the district's 4 year student furniture restoration plan.
- Developing and implementing a staffing lattice model that provides internal mobility for employees.
- Establishing Community School liaison positions in each elementary school.
- Developing college and career readiness standards and expanding activity for grades 6 -12.
- Increasing programming through Community Schools initiative.
- Installing new interactive boards in instructional spaces.
- Finalizing collective bargaining agreements with PPSAA, PPSTA, PPSPA.
- Equalizing compensation for Non-aligned employees to Dutchess County.
- Expanding community partnerships.

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Welcome to the
Poughkeepsie City
Schools!

Together, We are Champions for
Children in Poughkeepsie City
School District