



POUGHKEEPSIE CITY SCHOOL DISTRICT

SUPERINTENDENT'S ENTRY PLAN

**Board of Education Meeting
August 14, 2019
7:00pm**

Eric Jay Rosser, Ph.D. Superintendent of Schools

10/23/2019

PK
GO



SUPERINTENDENT of SCHOOLS

ENTRY PLAN

POUGHKEEPSIE CITY SCHOOL DISTRICT

ENTRY PLAN PURPOSE

The purpose of this entry plan is to establish a set of activities that will guide Dr. Rosser's transition to the role of Superintendent of the Poughkeepsie City School District (PCSD). Activities outlined in this document are designed to enable the new Superintendent to gather information quickly about the district and community; to establish a strong community presence early; to assess the district's strengths and weaknesses; to address the critical issues outlined by the Board of Trustees; to work collaboratively with stakeholders to develop a five-year Strategic Plan; and to cultivate relationships and partnerships that will be critical to improving Poughkeepsie City Schools.

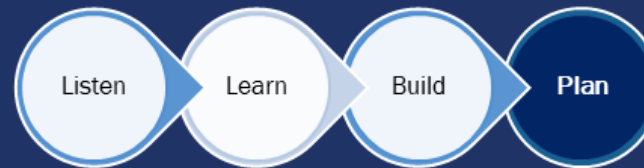


SUPERINTENDENT of SCHOOLS ENTRY PLAN POUGHKEEPSIE CITY SCHOOL DISTRICT

ENTRY PLAN OBJECTIVE

The overall objective of this entry plan is to develop a foundational knowledge of the district and community to better understand the educational, cultural, fiscal, and political landscape so that I am, as Superintendent, uniquely positioned to quickly and effectively provide leadership to improve the outcomes of all PCSD students.

This will be accomplished by **Learning** through **Listening**, which will enable me to **Build** a firm operational foundation and develop a **Plan** to effectively lead PCSD.





SUPERINTENDENT of SCHOOLS

ENTRY PLAN

POUGHKEEPSIE CITY SCHOOL DISTRICT

K- 8 Curriculum /Misalignment in Instructional Strategies from school to school

Content Rigor Concerns

Low K- 8 Student Performance

Middle School Programming Concerns

High Rates of High School Non-Completion

Poor Graduation Rates

Student Supports Inadequate

Public Dissatisfaction with Schools

Need for increased District-wide Parent Partnership/Engagement

**CURRENT
STATE**

Disorganization
(A Lack of Effective or Absent District Systems and Structures)

Lack of Accountability Systems

High level of Administrative and Teacher Turnover

Teacher Burnout

Staffing Issues

Concerns of School Culture and Safety

Missed Opportunities for Students

Lack of Metric Driven Strategic Plan

Need for increased Community Partnership/Engagement

GREAT KIDS!!!

POCKETS OF STUDENT SUCCESS!!!

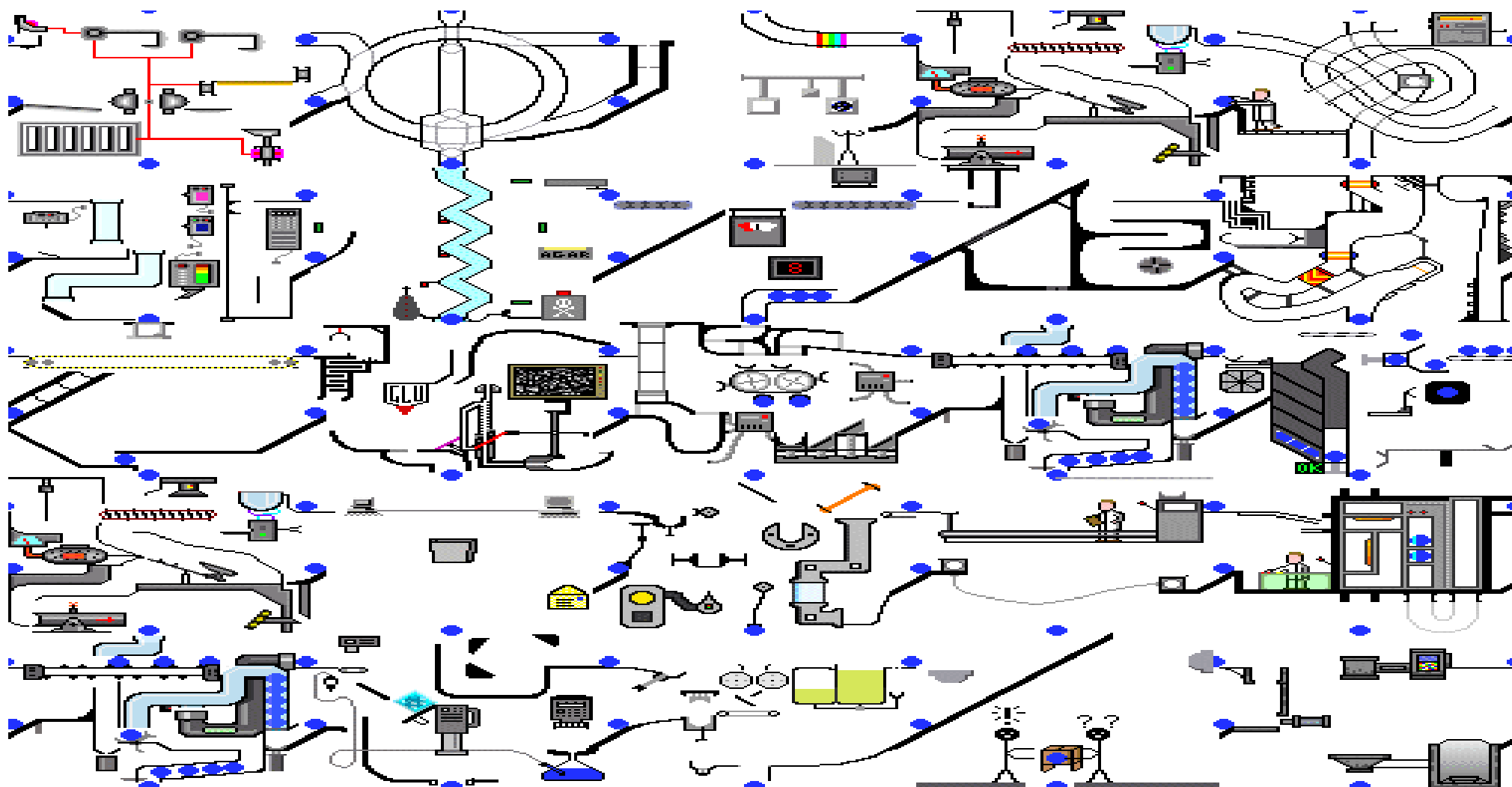
COMMITTED TEACHERS, ADMINISTRATORS AND STAFF!!!

COHESIVE AND DEDICATED BOARD!!!

SUPPORTIVE PARENTS, MAYOR AND OTHER COMMUNITY STAKEHOLDERS!!!



POUGHKEEPSIE CITY SCHOOLS





DESIRED STATE

SHARED VISION FOR EDUCATION

STUDENT SUCCESS

Maximized
Student Potential

Increased P-12
Academic
Achievement

Positive Youth
Development

Increased Post-
Secondary
Options

Increased PCSD
Graduation Rates

Cherished P-12
PCSD Experience

QUALITY INSTRUCTION AND STUDENT SUPPORTS

Aligned NYS
Standards based
K-12 Curriculum

Supported PCSD
Teachers

Effective PCSD
Instructional
Leadership

Adequate
Student Supports

INPUTS

Committed
Transformational
Leadership & Teaching
Staff

Cohesive and Dedicated Board
Parent and Community
Engagement & Support

Sound Structures and Systems
Strategic (Direction) Plan
Financial Viability

INPUTS



SUPERINTENDENT of SCHOOLS ENTRY PLAN POUGHKEEPSIE CITY SCHOOL DISTRICT

ENTRY PLAN GOALS

This entry plan sets five broad goals and addresses transition and entry activities that will serve as a foundation to achieving each goal. The five goals are:

Goal 1: Focus organizational efforts and identify and align resources to guarantee an efficient and equitable distribution of resources to address the academic, social, emotional and wellness needs of all students so that they are prepared, beginning in PK, for post-secondary opportunities.

Goal 2: Establish and promote effective district governance in collaboration with Board Trustees by building trust and meaningful focused-driven relationships.

Goal 3: Establish a positive district culture centered on teaching and learning and whole child development.

Goal 4: Increase organizational effectiveness and efficiency and guarantee high performance customer service-oriented support to schools.

Goal 5: Build public trust and confidence through open, frequent, honest, and meaningful communication and the nurturing of positive relationships.



SUPERINTENDENT of SCHOOLS ENTRY PLAN POUGHKEEPSIE CITY SCHOOL DISTRICT

SYSTEMS THINKING

2025

Effectiveness
Efficiency
Sustainability

Quality Across the
System

Improve Processes,
Stabilize &
Align Systems

Compliance, Repair &
Upgrade

2019 - 2020

ENTRY PLAN STRUCTURE

This entry plan is structured to establish a foundation that will enable Dr. Rosser to aggressively establish systems and structures required to improve the academic, social, emotional and wellness outcomes of PCSD students. The entry plan is based in a “Systems Thinking” approach to developing a high functioning school district that is **Effective** in providing a quality educational experience to all students across the system, **Efficient** in every aspect of the organization in meeting that goal, and is able to **Sustain** both effectiveness and efficiency over time regardless of leadership.

The entry plan is organized into four distinct phases that culminate in the establishment of a five-year strategic plan that will serve as the roadmap for charting the District’s efforts in addressing the needs of all students and meeting the goal of improving their academic, social, emotional, and wellness outcomes.



SUPERINTENDENT of SCHOOLS ENTRY PLAN POUGHKEEPSIE CITY SCHOOL DISTRICT

Phase I = August 2019 – November 2019

Listening, Learning, and Analysis

- Listening and Learning Meetings/Tours/Feedback
- Build Relationships
- Organizational and Data Analysis

- Begin process of building and repairing structures and processes to ensure District Compliance
- Analyze Listening and Learning Data
- Develop Report of Findings
- Establish and Cultivate Partnerships
- Organizational and Data Analysis

Compliance, Repair & Upgrade Plan Pre-Development

Phase III = March 2020 – April 2020

Strategic Action Planning/ Development

- Work Collaboratively with Board and community to develop Strategic Initiatives & Plan (inclusive of objectives and goals)
- Develop Implementation Plan
- Establish and Cultivate Partnerships
- Organizational and Data Analysis

- Adopt and share Strategic Initiatives and Plan with Stakeholders
- Implement Plan
- Establish and Cultivate Partnerships to Support Implementation and Goals
- Organizational and Data Analysis

School Community Sharing & Plan Implementation

Phase II = December 2019 – February 2020

Phase IV = May 2020 – July 2020



SUPERINTENDENT of SCHOOLS ENTRY PLAN POUGHKEEPSIE CITY SCHOOL DISTRICT

FOCUS AREAS

Focus Area: School Board, Board – Superintendent Relationship, and Governance

Focus Area: Teaching and Learning & Student Supports

Focus Area: District Leadership and Accountability

Focus Area: Operations and Organizational Structure

Focus Area: Finances

Focus Area: Parent and Community Engagement

Focus Area: School Climate and Safety

Eric Jay Rosser, Ph.D.
Superintendent of Schools

**Where there are
Great Challenges
there are even**

GREATER OPPORTUNITIES



Poughkeepsie City Schools

An equal and high-quality education is every child's civil right; and, as educators, we must deliver on this essential democratic principle.

Together, We are Champions for Children in Poughkeepsie City Schools

