



**NEW YORK STATE
INITIATIVE FOR
LEADERS OF COLOR
FOR EDUCATION**

MAY 4, 2024

**PRESENTER:
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POUGHKEEPSIE CITY SCHOOL DISTRICT**

PRESENTATION TOPICS



My Journey

Education and Professional Background



Continuous Improvement

Systems Thinking Mindset

Operational Definition

Importance of Developing a System



Action Steps

Strategic Plan

Annual Performance Objectives

Milestone Accomplishments

EDUCATION AND PROFESSIONAL BACKGROUND



Education

- **American Studies** - Bachelor of Arts
- **American Studies** - Master of Arts
- **School Counseling** - Master of Education
- **Education Administration** - Master of Education
- **School District Administration** - Advance Certificate
- **Sociology of Education** - Doctor of Philosophy

Professional Experiences

- **Teacher Aide** – Buffalo Public Schools, NY
- **Teacher** – Buffalo Public Schools, NY
- **Student Support Teacher** – Buffalo Public Schools, NY
- **Supervisor of Pupil Personnel Services** – Buffalo Public Schools, NY
- **Director of Student Support Services** – Buffalo Public Schools, NY
- **Program Administrator (Project GRAD Atlanta)** – Atlanta Public Schools, GA
- **Interim Deputy Superintendent of Curriculum and Instruction** – Atlanta Public Schools, GA
- **Assistant Superintendent of Instructional Operations** – Atlanta Public Schools, GA
- **Deputy Superintendent of Elementary and Secondary Education** – Office of State Superintendent of Education, Washington DC
- **Executive Vice President of Operations** - Big Brothers Big Sisters of the Greater Chesapeake, MD
- **Associate Professor** – University of the Cumberlands, KY
- **Associate Superintendent** – Buffalo Public Schools, NY
- **Superintendent** - Poughkeepsie City School District, NY

SYSTEMS THINKING

Systems thinking is understanding systems that are integral to achieving organizational goals. For leaders, systems thinking moves beyond understanding, it involves strategic and calculated action to identify ways to improve those systems so that attaining goals can be achieved more efficiently and effectively.



CONTINUOUS IMPROVEMENT

Continuous improvement, often referred to as continuous improvement process or continuous improvement management, is defined as a systematic and ongoing effort to enhance products, services, or processes over time.

The primary goal of continuous improvement is to incrementally make small, positive changes that collectively lead to significant improvements in efficiency, quality, and overall performance.

~ IdeaScale

Continuous improvement is the ongoing process of analyzing performance, identifying opportunities, and making incremental changes to processes, products, and personnel.

~Max Rehkoph

IMPORTANCE OF DEVELOPING A SYSTEM

Leading a school district has never been an easy job, but people of color who take on these roles often experience unique obstacles that affect them differently than their white colleagues.

- Politics
- Politicized Educational Spaces
- School Board and Superintendent Relations
- Perpetual and Increasing Stress
- District Underperformance

The presence of an effective leader in any school context is imperative to guarantee student and organizational success.

If a continuous improvement model is not available or implemented with fidelity, failure is inevitable. Therefore, it is critically Important to have a continuous improvement model in place and the leadership skills to drive it.

A photograph of a classroom with several students. In the foreground, a young girl with curly hair, wearing a blue and white striped shirt, is sitting at a desk, looking towards the camera with her right hand raised. She is holding a pencil over an open notebook. In the background, other students are visible, some with their hands raised, suggesting an active classroom environment. The image is overlaid with a semi-transparent dark blue circle on the right side, which contains the title and subtitle text.

STRATEGIC PLANNING

5-Year Strategic Plan

2020 -2025

IMPORTANT POINTS ABOUT PLAN'S CREATION

- ❖ FEEDBACK THAT INFORMED THIS PLAN WAS COLLECTED OVER A THREE-MONTH PERIOD (AUGUST 2019 – DECEMBER 2019).
- ❖ IT REFLECTS THE VISION, HOPES, CONCERNS, AND IDEAS ON WHAT THE COMMUNITY IS SEEKING IN THE TRANSFORMATION OF THE POUGHKEEPSIE CITY SCHOOL DISTRICT.
- ❖ FEEDBACK WAS INVALUABLE IN INFORMING WHERE ARE, WHERE WE NEED TO GO, AND WHAT WE NEED TO ACCOMPLISH TO GET THERE.

5-Year Strategic Plan

2020 -2025



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.

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



Poughkeepsie City School District

2023 - 2024 Annual Goals and Performance Objectives

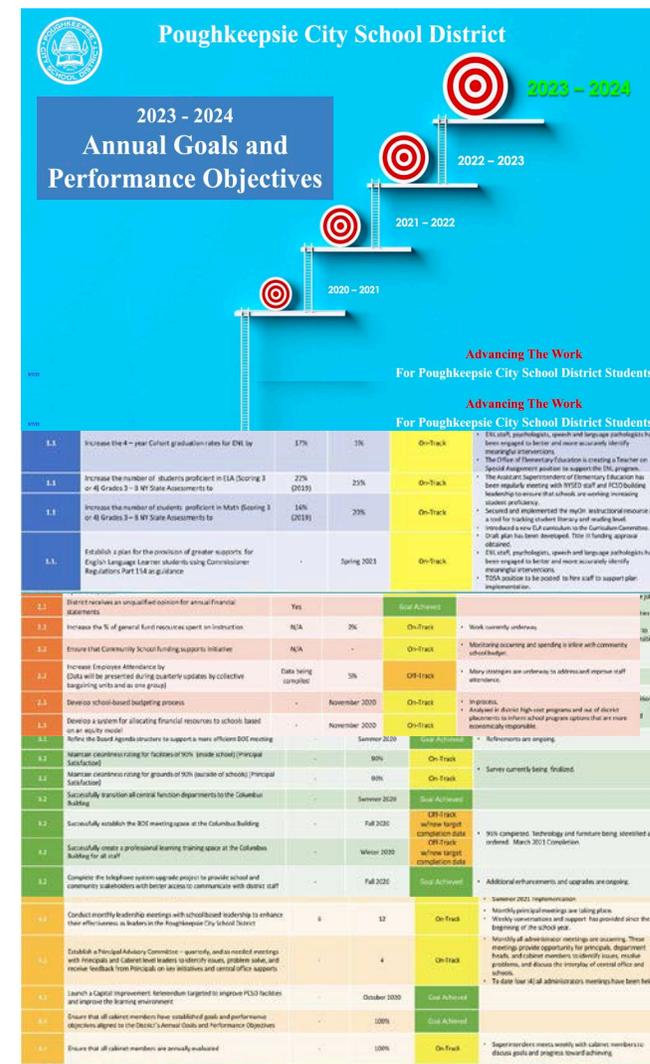


Advancing The Work

For Poughkeepsie City School District ¹⁰ Students

PERFORMANCE OBJECTIVES

- ❖ Measurable outcomes associated with each performance objective are developed annually.
- ❖ 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.



VISION • JOURNEY • DESTINATION

MILESTONE ACHIEVEMENTS



2020 - 2024
Selected
Milestone
Accomplishments

MILESTONE ACHIEVEMENTS



Highlights accomplishments that can be celebrated by the entire school community and taxpayers.



Emphasizes the importance of the 5-Year Plan and Annual Performance Objectives.



Maintains a repository of accomplishments.



Serves as a reference document for superintendent evaluations.



Updated annually.



2020 - 2024
Selected
Milestone
Accomplishments

2020-2024 Selected Milestones

Elevating Student Success

- Improved student outcomes
 - Increased graduation rates.
 - Increased grades 3-8 proficiency rates in ELA and Math.
 - Improved NYSED Accountability designations for all elementary schools.
- Created Elementary Comprehensive Literacy Plan.
- Established all schools as Community Schools. This has resulted in:
 - Full-time librarian at every school
 - Full-time social worker at every school
 - Full-time art teachers in every school
 - Full-time music teachers in every school
 - Chorus Instruction
 - Strings Instruction
 - Band Instruction
 - Family advocacy supports in every school.
 - Extended learning opportunities (i.e. After/Before School, Saturday, Summer).
 - Expanded afterschool clubs and extra curricular activities.
 - Increased community partnerships supporting student success in all schools.
- Expanded PreK programming from half day to full day
 - Increased community locations from one to four.
- Created PreK – K dual language program that will expand to 5 grade over six years.
- Enhanced school academic supports and programming
 - Reading and Math Academic Intervention Specialist in all elementary and middle schools
 - Newly adopted Reading, Math, PreK, and Life Skills curricula
- Created Comprehensive Arts Education plan expanding Arts in Education programming.
 - Elementary, Middle and High school theatrical productions
 - Middle poetry clubs
 - Partnerships with Stringendo and Vassar College
 - Student Art Shows/Exhibits
- Expanded student exploratory learning in and out of the classroom.

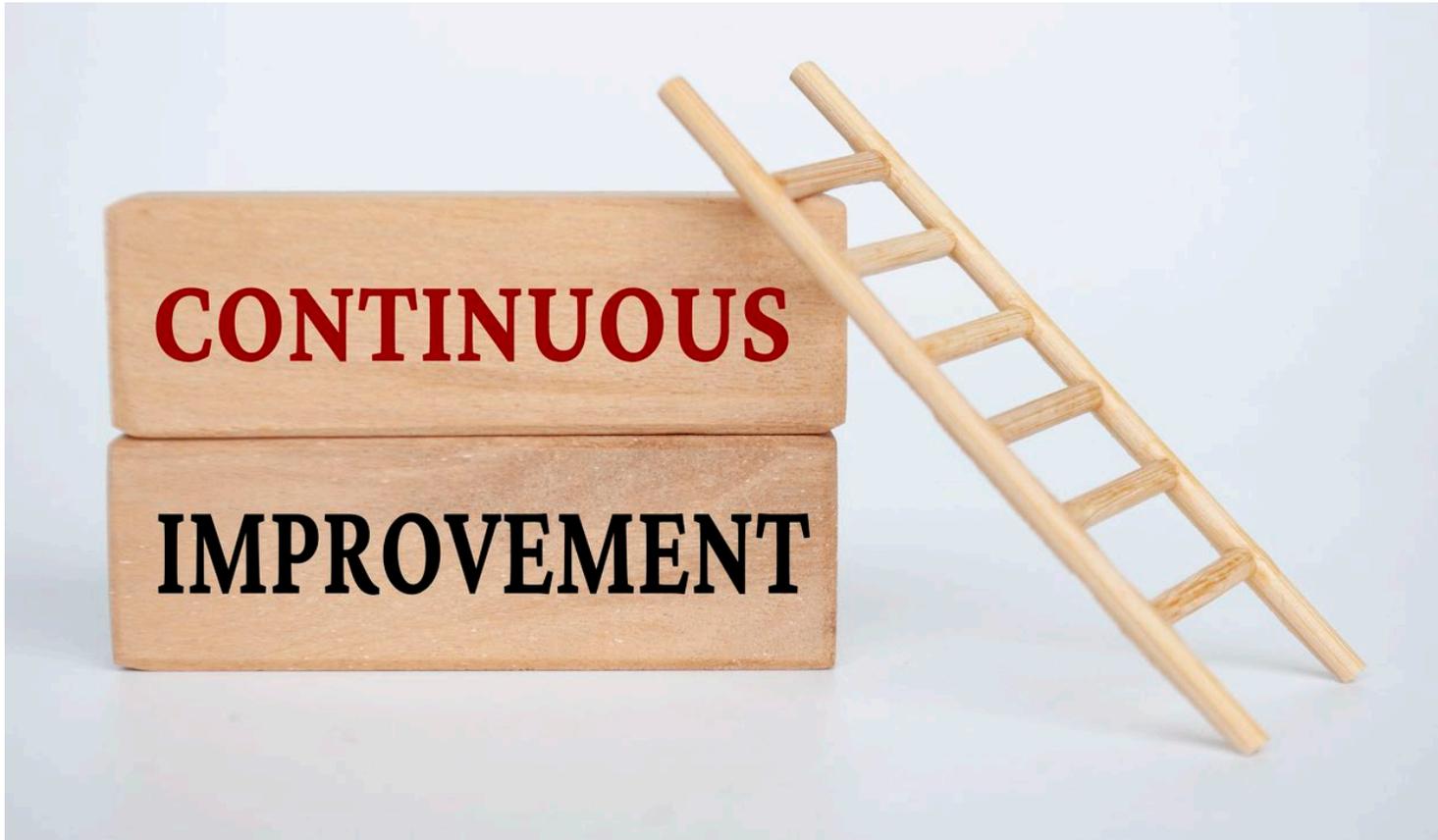
Parent Empowerment, Educational, and Engagement

- Community School liaisons (family advocates) supports in all schools.
- Establishment of Parent Advisory Committee to the Superintendent that meets monthly.
- Parent Empowerment Center (PEC) established, opened, and resourced
 - Over 150 free workshops for parents offered through the PEC
 - Free adult education courses (GED, ESL, Adult Basic Education)
 - Parent Support Groups
 - Parent Resource Library and Computer and free wi-fi access
- Launched Three-Year Parent and Community Engagement Plan.
- Over 100 Principal Fireside Chats have been held since September 2020.
- Launched Parent Square, a multi-layered parent communication platform to improve communication to parents.

Community Engagement and Partnerships

- Engaged the community in the development of the district's 5-year strategic plan.
- Published and distributed over 350 weekly briefings (Superintendent's Briefs) highlighting the critical district information and student accomplishments to more than 3,000 people weekly
- Created a spaces for community organizations to be equal partners in supporting student and parent success
 - Community Based Organization Quarterly Meetings
 - Shared Decision Making Teams
- Hosted 18 Superintendent Fireside Chats since September to engage parent and community stakeholders in the broader interconnected school, home and community work.
- Launched ICARE, a community engagement strategy built upon an infrastructure of community partners supporting PCSD students.
- Established partnerships with national technical support providers
 - William Julius Williams – Harlem Children's Zone
 - Harvard EdRedesign Laboratory
- Established the Poughkeepsie Children's Cabinet, a place based organization to implement a citywide cradle-to-career agenda for children, youth and families in the City of Poughkeepsie, New York. The Poughkeepsie Children's Cabinet is composed of 17 members.

2020-2024 Selected Milestones



QUESTIONS?

ACTION PLANNING FOR
CONTINUOUS IMPROVEMENT