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Strategic Planning Process Report - January 2020

Charting Poughkeepsie City School District’s Journey to support individual paths to success

Dr. Eric Jay Rosser, Superintendent of Schools

January 22, 2020
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.
August 2019 – December 2019 – Phase I

- Professional Analysis
- Visiting all PCSD Facilities
- Meeting with District and School Administration, and Community Stakeholders
- Reviewing Reports and Internal and External Audits
- Four Community Fireside Chats
- Eight Special Sessions:
  - Students
  - Parents
  - Staff
  - Philanthropic Community
  - Business Stakeholders
  - Local and State Government Officials

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**Students – Academic Achievement:** Findings indicate there is a need to develop a system of standards-based teaching and learning utilizing a curriculum designed to support student learning and success at every grade – pre-K through 12th and student post-secondary endeavors. Findings also indicate that technology should be integrated in student learning. Academic, social, emotional and wellness services and programs are needed during and after school.

**Students – Enhancing Opportunities and Access:** Findings indicate that student engagement and success across the district can be amplified by creating and enhancing pathways to greater access to instruction and learning in the areas of the Arts, Life Skills, Career and Technical Education, Family and Consumer Sciences, and Computer Science. Findings also suggest that to expand their worldview, students need opportunities to gain more exposure to culture and experiences different from their own.
**Staff – Capacity Building and Support:** Findings revealed that PCSD educators and staff need and want consistent, high quality professional development focused on instruction, instructional supports for students, culturally and linguistically relevant practices and responses, social emotional learning, and trauma informed care. Beyond professional development, staff needs ongoing coaching support in the delivery of effective teaching practices to meet PCSD students’ evolving needs.

**Schools – Culture and Climate:** Findings point to a great need to transform the culture and climate of PCSD schools by establishing a student-centered culture built on addressing the social, emotional, and wellness needs of our students in collaboration with parents, students, community members and staff. Survey responses pointed to a need to provide students with greater school-based support and social and emotional programming.
Key Findings

Family – Empowerment, Education, and Engagement: Findings strongly point to parents appreciating school and home partnerships built on respect, transparency, and a collaborative approach to educating children. Parents expressed a need not only for partnership, but a need to be supported and empowered as they nurture and cultivate their children outside of school.

Community – Engagement and Partnership: Findings indicate the community wants greater transparency, regular updates, and clear communication in aspects of financial management and improvement efforts. Community members and organizations have also expressed a great desire to partner with PCSD to contribute and facilitate positive youth development and academic success. Engagement and partnership interests range from volunteer opportunities and grant awards to financing a new innovative learning environment in our high school.
**District – Facilities and Infrastructure:** Findings reveal that PCSD’s schools are in desperate need of repair and updating. Throughout all surveys, comments emerged describing our learning environments as not being conducive to 21st century learning and instruction. A recent facilities study confirms survey findings and estimates that a more than $100 million investment is needed to provide students with an educational environment comparable to their peers in neighboring school districts. Our students, parents, members of the community, and staff want better for our children.

**District – Effective and Efficient Operations and Financial Sustainability:** Findings indicate the structure and operations of Central Office has impeded district-wide improvement. Central Office staff and operations are integral to district-wide transformation. Rebuilding and restructuring every aspect of the Central Office, from leadership, business operations and school support to the management of financial resources is imperative. Recent NYS Comptroller’s audits have cited multiple areas where the absence of systems and protocols have resulted in mismanagement of financial resources.
**District – Effective and Sustainable Leadership:** Findings indicate that there is a strong desire for leadership in all areas of the organization to be transformative, effective, and supportive. This leadership must be consistent over time. A need for meaningful and impactful professional development and coaching will also be essential to school and district-wide improvement.
Where there are Great Challenges there are even GREATER OPPORTUNITIES
Systemic Change Priorities:

- Equity
- Collaboration
- Communication and Transparency
- Staff and Student Supports
- Systems and Processes
- Learning Environments
- Fiscal Management

Next Steps

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Next Steps

**Phase I**: August 2019 – December 2019
- Listening and Learning Meetings/Tours/Feedback
- Build Relationships
- Organizational and Data Analysis

**Phase II**: November 2019 – February 2020
- Compliance, Repair & Upgrade Plan Pre-Development
  - 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

**Phase III**: February 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

**Phase IV**: May 2020 – July 2020
- 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**:

- Phase I: August 2019 – December 2019
- Phase II: November 2019 – February 2020
- Phase III: February 2020 – April 2020
- Phase IV: May 2020 – July 2020

**Listening, Learning, and Analysis**
- Listening and Learning Meetings/Tours/Feedback
- Build Relationships
- Organizational and Data Analysis
The Poughkeepsie Education Promise is simple: The District will guarantee pathways to opportunity that will lead to achievement and success in exchange for hard work, commitment and collaboration of our students and parents.

Strategic Initiatives:

- High Quality Elementary Education
- Middle School Transformation
- High School Transformation
- Services for Students and Parents
- New Relationship with Staff
- New Relationship with Parents and Community

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