



POUGHKEEPSIE

CITY SCHOOL DISTRICT

VISION • JOURNEY • DESTINATION

Strategic Planning Process Report - January 2020

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



Together, we are
CHAMPIONS
for our Children

Dr. Eric Jay Rosser, Superintendent of Schools

January 22, 2020



POUGHKEEPSIE

CITY SCHOOL DISTRICT

PRESENTATION ORGANIZATION



PCSD
Mission



Strategic
Planning
Process



Key
Findings



Shared
Vision
for Education



Next
Steps



VISION • JOURNEY • DESTINATION

Strategic Planning Process Report - January 2020

Together, we are
CHAMPIONS
for our Children



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.”



VISION • JOURNEY • DESTINATION

Strategic Planning Process Report - January 2020

Together, we are
CHAMPIONS
for our Children



Strategic Planning Process



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



VISION • JOURNEY • DESTINATION

Strategic Planning Process Report - January 2020

Together, we are
CHAMPIONS
for our Children



Key Findings



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.

VISION • JOURNEY • DESTINATION

Strategic Planning Process Report - January 2020



Together, we are
CHAMPIONS
for our Children



Key Findings



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.





Key Findings



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 supports 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.



Key Findings



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.





VISION • JOURNEY • DESTINATION

Strategic Planning Process Report - January 2020

Shared Vision For Education



STUDENT SUCCESS

- Maximized Student Potential
- Increased Graduation Rates
- Increased Post Secondary Options
- Increased pre-K-12 Academic Achievement
- Cherished pre-K-12 PCSD Experience
- Positive Youth Development

STUDENT & STAFF SUPPORTS

- Aligned NYS Standards K-12 Curriculum
- Supported PCSD Teachers & Staff
- Effective PCSD Instructional Leadership
- Adequate Student Supports



Together, we are
CHAMPIONS
for our Children

Committed Transformational Leadership and Teaching Staff

Cohesive and Dedicated Board

Parent and Community Engagement and Support

Sound Structures and Systems

Strategic Plan

Financial Security

DISTRICT INPUTS



Where there are
Great Challenges
there are even
GREAT OPPORTUNITIES

VISION • JOURNEY • DESTINATION

Strategic Planning Process Report - January 2020

Together, we are
CHAMPIONS
for our Children

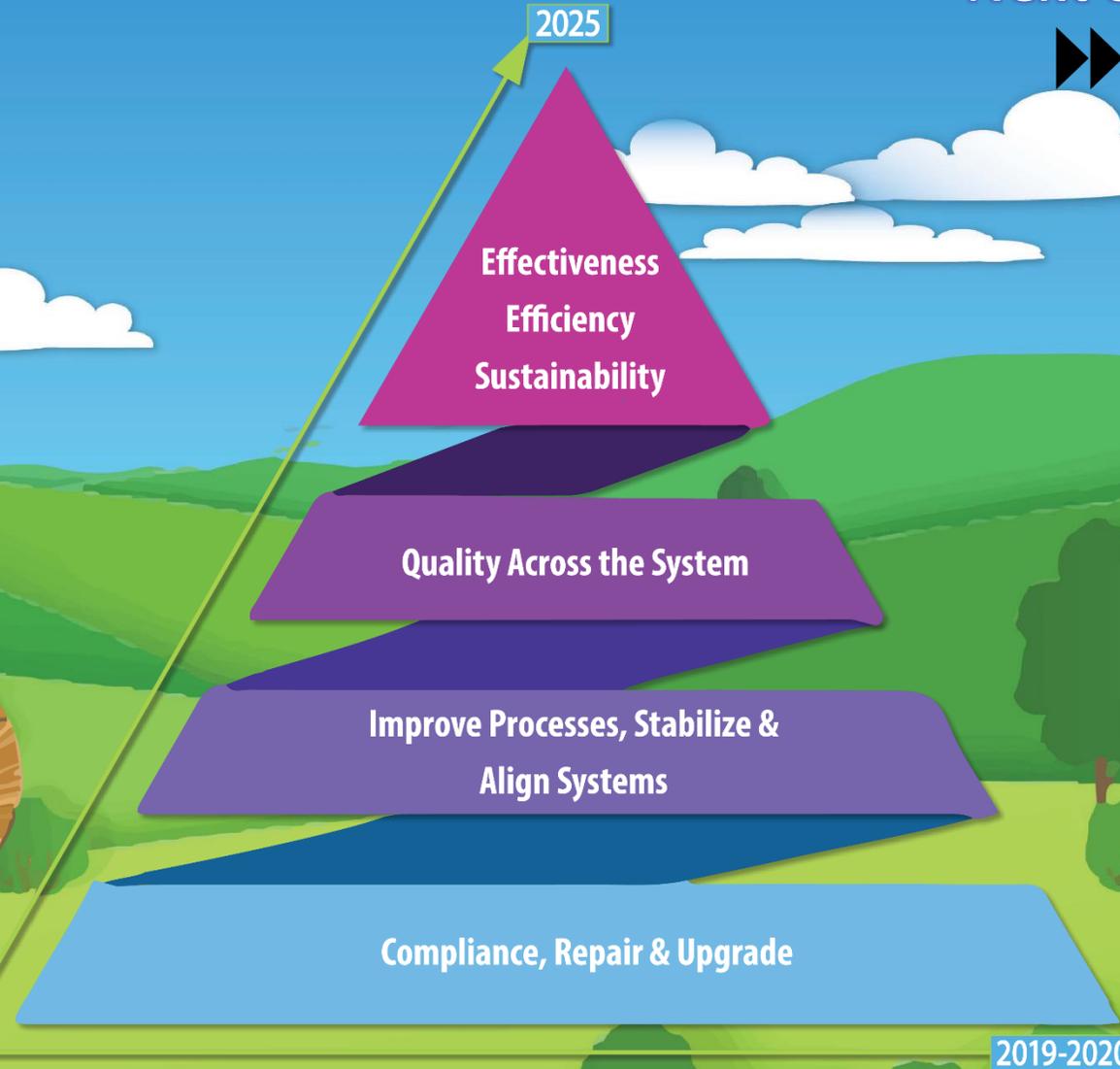


Next Steps



Systemic Change Priorities:

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



VISION • JOURNEY • DESTINATION

Strategic Planning Process Report - January 2020

Together, we are
CHAMPIONS
for our Children



Next Steps



Phase I = August 2019 – December 2019

Listening, Learning, and Analysis

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

Phase II = November 2019 – February 2020

- 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 = 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

VISION • JOURNEY • DESTINATION

Strategic Planning Process Report - January 2020



Together, we are
CHAMPIONS
for our Children



Poughkeepsie Education Promise

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

VISION • JOURNEY • DESTINATION

Strategic Planning Process Report - January 2020



Together, we are
CHAMPIONS
for our Children



Board Members



Dr. Felicia
Watson
President



Debra
Long
Vice President



Doreen
Clifford
Board Member



Michelle
Martinez – Leffert
Board Member



Dr. Andrew
Rieser
Board Member

Superintendent



Dr. Eric Jay
Rosser

Together, we are
CHAMPIONS
for our Children

