



Schenectady City School District STRATEGIC PLAN 2019-2024

District Vision

Schenectady City Schools will be a continually improving school district dedicated to excellence in teaching and learning, equity, engagement and efficiency.

District Tagline

Everybody Counts. Everybody Learns.

Organizational Values

EQUITY COLLABORATION LEARNING

<p>Our Pillars</p>	 <p>Student & Graduate Success</p>	 <p>Passionate People</p>	 <p>Partnerships with Families & Community</p>	 <p>Efficient Systems & Equitable Resources</p>
<p>Our Goals</p>	<ul style="list-style-type: none"> • We serve so that all students, regardless of race, economics, and disability, graduate ready to achieve their college, career, and life aspirations through equitable access to programs, resources, and high-quality instruction. • We nurture the whole child and listen to student voices so that students and graduates have a sense of pride and belonging. • Students and graduates demonstrate kindness, cultural competence, and respect for diversity and each other. 	<ul style="list-style-type: none"> • We engage and retain passionate, dedicated people who continuously learn and improve as guardians of equity and advocates for our students' success. • Our team represents the diversity of our community. • We deliver and receive excellent customer service. 	<ul style="list-style-type: none"> • We highly value our families and the community; we welcome and invite their collaboration and partnership. • Communication is inclusive, accessible, goes two ways, and is always based on high expectations within a supportive environment. 	<ul style="list-style-type: none"> • We engage stakeholders to develop and improve inclusive systems and procedures. • People know who to go for, for what, and receive a timely and fair response. • We allocate resources to promote equitable access and outcomes for all.



Student & Graduate Success

GOALS:

- We serve so that all students, regardless of race, economics, and disability, graduate ready to achieve their college, career, and life aspirations through equitable access to programs, resources, and high-quality instruction.
- We nurture the whole child and listen to student voices so that students and graduates have a sense of pride and belonging.
- Students and graduates demonstrate kindness, cultural competence, and respect for diversity and each other.

Measures identified for 2019-20

- Increase the Performance Index (PI) for Grade 3 English Language Arts (ELA)
- Increase the Performance Index (PI) for Grade 3 Math
- Decrease the % of students who are chronically absent (Grades 1-8)
- Decrease the % of students who are chronically absent (Grades 9-12)
- Increase the % of students on the path to college, career, and life success
- Increase of % of students who graduate in 4 years
- Close the achievement gap, on key measures for students in identified subgroups

Potential Future Measures

- Decrease the % of students who receive out-of-school suspension
- Achieve B+ or better on our internal Equity Report Card
- Increase the % of students engaged in 1 or more co-curricular activity
- Increase the % of students enrolled in advanced learning opportunities
- Increase students' perception of belonging and their sense that their culture and experiences are represented in curriculum and instruction

Strategies

- Implement Trauma-Sensitive Schools that include universal and specific approaches to ensure that students feel safe physically, socially, and emotionally so that they can attend to learning
- Execute continuous improvement and improvement science
- Challenge current beliefs, practices, policies to improve students' sense of belonging
- Deliver a culturally responsive curriculum
- Expand pathways and supports towards high school graduation, including experiential learning that connects students and their community
- Research and implement evidence-based strategies to ensure equitable access to advanced learning and other opportunities
- Deploy coaches and coaching strategies to improve instruction
- Define our non-negotiables and areas of flexibility across curriculum and instructional practice



Passionate People

GOALS

- We engage and retain passionate, dedicated people who continuously learn and improve as guardians of equity and advocates for our students' success.
- Our team represents the diversity of our community.
- We deliver and receive excellent customer service.

Measures identified for 2019-20

- Increase % of new faculty from underrepresented demographic groups
- Decrease % chronically absent faculty
- Decrease & Operations & Maintenance employees absent 12+ days
- Increase employee satisfaction with in-district professional development sessions
- Increase overall mean on employee engagement and satisfaction survey

Potential Future Measures

- Increase average daily employee attendance
- Decrease average # of days between position approval and position fill

Strategies

- Develop and execute recruitment procedures that attract diverse candidates
- Develop and execute effective induction/ onboarding processes for new employees and for existing employee transitions to new buildings, levels, and promotions
- Engage employees' agency in collaboration to fulfill our district vision and goals
- Implement *Thought Exchange* to solicit feedback
- Offer and encourage professional development that leads to micro-credentials in areas aligned to our strategies for achieving student success



Partnerships with Families and Community

GOALS

- We highly value our families and the community; we welcome and invite their collaboration and partnership.
- Communication is inclusive, accessible, goes two ways, and is always based on high expectations within a supportive environment.

Measures identified for 2019-20

- Increase # of parents engaging with online student management system (Infinite Campus Parent Portal)
- Increase % of city resident students attending Schenectady City School District
- Increase % parents participating in parent survey
- Increase % of parents participating in parent survey from underrepresented demographic groups

Potential Future Measures

- Increase # of partnership pledge commitments from families and community organizations
- Increase # of volunteers

Strategies

- Engage to understand the most meaningful methods for 2-way communication with families
- Define, create, and implement a clear purpose and guidelines for strategic partnerships
- Integrate multiple modes and languages in our outreach and request for survey feedback
- Apply the expertise of our Parent Liaisons and other internal resources to define best practices for parent engagement
- Design and execute a systemic approach to welcoming new students and families



Efficient Systems & Equitable Resources

GOALS

- We engage stakeholders to develop and improve inclusive systems and procedures to be clear and efficient.
- People know who to go for, for what, and receive a timely and fair response.
- We allocate resources to promote equitable access and outcomes for all.

Measures identified for 2019-20

- Create a measure of funding equity that increases resources to buildings with higher need indices
- Annually, identify at least 3 system-wide processes that are not simple and efficient; modify; and execute on an improved process
 - Process for the Creation of Computerized System User Accounts
 - Progress Monitoring and Response to Intervention
 - Requisitions & Purchase Orders

Potential Future Measures

- Increase number of *Let's Talk* communications and overall satisfaction rating
- Decrease relative risk ratio among student groups to 1
- Increase leader perception of district department service delivery
- Annually, identify at least 3 system-wide processes that are not simple and efficient; modify; and execute on an improved process

Strategies

- Train all users to fully deploy and respond to Let's Talk
- All departments develop and implement improvement action plans based on survey feedback and other data sources
- Define and implement the most effective methods of communication for stakeholders, and validate and hold each other accountable for using the best methods
- Design and execute a process to improve the efficiency and effectiveness of our scheduling and service delivery
- Deploy a weighted student funding formula to ensure equitable resources to all schools