



NEW ROCHELLE ENTRY PLAN

Summer/Fall/ Winter 2019

Embracing Diversity, Driving Success

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New Rochelle City School District



The Mission Statement...



“The City School District of New Rochelle, through an active partnership amongst community, parents, staff and students, will provide a high quality and challenging education for every child, in a safe, nurturing environment that embraces our rich diversity and drives our success.”

The Strategic Road Map (SRM)



- Visionary document created by previous leadership and the BOE through a collaboration with the community
- Sets core beliefs, vision, directions and objectives
- Intended to be a 5 year plan ending in 2020
- The SRM needs to include measurable goals supported by data to evaluate our progress
- Next phase? To take the plan to the next level and create SMART goals based on the directions and objectives that were created
- This Entry Plan is built around this objective. We have the goals, now we need to determine how we will get there and a common set of benchmarks that demonstrate progress



What are SMART goals?

SMART ...

SPECIFIC (In support of the SRM)

MEASURABLE (Based on data)

ACHIEVABLE or **ATTAINABLE** (Realistic)

RELEVANT (Supported by the BOE and community at large)

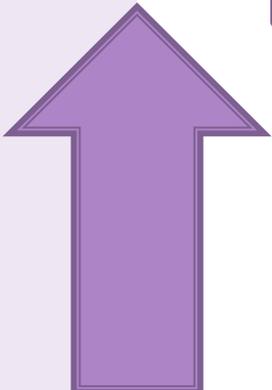
TIMEBOUND (Timeline to accomplish them)

Strategic Road Map “Directions”



Strategic Directions (the focus of our resources and work towards our vision):

1. **Student learning:** provide a high quality and challenging education for every child that promotes the intellectual, creative, social, emotional, and physical development of all students
2. **Safe and supportive schools:** cultivate safe, nurturing environments that embrace our rich diversity and are conducive to learning and growth
3. **Superb Staff:** recruit, hire, develop, evaluate and support all staff to consistently and collaboratively provide a high quality and challenging education for every child
4. **Engagement and Outreach:** foster an active partnership amongst community, parents, staff and students to live our Mission and achieve our Vision
5. **Resource Management:** manage fiscal, technological, and capital resources effectively and efficiently, in support of our Mission and Vision



Early Entry Prior to November 1st ...

Strategic Roadmap



Governance

- Board Member Introductory Meetings (July/August)
- Establish communication protocols with the board (Retreat scheduled for November 10th)
- Present initial entry plan to the Board for approval (September 24)
- Develop an action plan for the remainder of the school year through active partnership with the BOE, the district team and the community starting with a listening tour

Organizational Leadership

- Asst. Superintendent Meetings (August)
- Principal Introductory Meetings (August)
- Key Central Office Staff Introductory Meetings (August)
- New Staff Orientation Greetings (August 28)
- Staff Opening Day Greetings (September 3)
- Director Meetings (August to October)
- Collective Bargaining Unit Meetings (October)
- Department Chair Meetings (October)

Engagement and Outreach

- PTA Council Meet and Greet (October)
- SEPTA Parent Meeting (October)
- MBK Regional Meeting (Beginning in August)
- Meet MBK local leaders
- Community group meetings scheduled through the BOE President
- Meeting Regional Superintendents (beginning in August)



Formal Entry: November 1 – December 31

Unpacking the Strategic Roadmap

1. Student Learning

- Curriculum Audit & Classroom Visits
 - How is teaching and learning delivered in effective ways? What materials are used? Do we have rigorous standards? Is the curriculum and pedagogy culturally sensitive? How do students access accelerated pathways in middle school? How are students impacted by the assessments which are in place?
- Review Benchmark Data
 - What is collected? How do we use the data? Do we have the right data to create measurable goals?
 - What assessment tools are used?
 - How do we use this data to support access to accelerated pathways? What other information do we need?
- Assess implementation of cultural competencies
- Assess attendance data (Including Chronic Absenteeism)
- School Leadership Team (What do administrators think?)
- Teacher meetings (What do teachers think?)
- School Community Meetings (What do parents value?)
- PTA meeting at all schools (What do PTAs think?)
- Meet students at roundtables and/or student events (What do students think?)



Formal Entry: November 1st – December 31st

Unpacking the Strategic Roadmap

2. Safe and Supportive Schools

- Meeting with Altaris including a review of the contract and recommendations (to inform future safety initiatives)
- Meeting with the Director of Safety
- Meet with the SAVE Team
- Meet with the RESCUE Committee
- Evaluate attendance trends
- Review Code of Conduct
- Meet with the Solutions to Suspensions Committee (formed to address the disproportionality that CSDNR has been cited)
- Re-instate the Culture and Climate Committee under Central Administration (We hope to retain those that participated last year)
- Roll out a Culture and Climate Survey as recommended by CCC and ESSA
- Review District's SEL plan
- Evaluate restorative practices across schools
- Spend time with RETHINK supported by Ms. Goodman



Formal Entry: November 1 – December 31

Unpacking the Strategic Roadmap

3. Superb Staff

- Analyze all evaluation plans including CSDNR APPR plan
 - Will conduct the observations and evaluation of administrative staff to get to know the schools and their leaders
- Audit a select group of evaluations at all levels
 - Learn about past practices and ongoing need for professional learning
- Examine existing recruitment and retention strategies
 - Who are we interviewing? Is the pool diverse? Is there a sufficient applicant pool? Do we reopen the application when necessary?
 - How long are we retaining talent in the district? Do we conduct exit interviews?
 - Do we support, train and promote talent from within the district?
- Ascertain the adult professional learning plans at all levels
 - How is the professional development plan aligned to the SRM?
- Review organizational charts and job descriptions of central office staff
 - Who works for the CSDNR? What are their responsibilities? Are there gaps in the work? What are individuals' specific ambitions and strengths? Is each department sufficiently supported?



Outcome of Entry Plan

Unpacking the Strategic Roadmap

- Build trust and partnership within the CSDNR
- Build trust among the Superintendent/BOE and the community
- Share findings aligned to the Strategic Roadmap so that we may move into Phase II to set **SMART GOALS**
 - This will require robust conversations at BOE meetings to set **Specific** and **Timebound** goals
 - What does the BOE specifically want to see? What data will we use?
 - What is the timeline toward achieving particular goals?
 - Principals will present at BOE meetings. School Leaders will help define what is **Measurable** and **Achievable**.
 - Community members can help define what is **Relevant** toward the core vision. Are these the goals that matter?
- Determine a clear picture of the underlying organizational needs
- Begin to draft a clear direction for individual school support
- Begin to establish relationships with key stakeholders in the community



Ongoing Commitment 2020 and Beyond

Unpacking the Strategic Roadmap

Create and accomplish **SMART goals** through an understanding of the data, thinking through district-wide systems for student assessment and data collection, as well as continued partnerships with the BOE, district professionals and the community.

KEY OBJECTIVES

- Increase graduation rate
- Increase access to accelerated pathways
- Increase access for ALL students to opportunities that support learning objectives
- Decrease violence in schools (**Engaged students are safe students.**)
- Build internal capacity aligned to the a strategic plan
- Build consistency in research-based instructional practices
- Create a profile of a New Rochelle Graduate



Budget

The budget is one of the most important aspects of work that the BOE is engaged in. The budget needs to be aligned the vision and **SMART** goals that we will create in support of the SRM.

Budget process goals:

- Will be a part of the conversation all year long
- Welcome and work with Mr. Kern, Assistant Superintendent for Business, to build a budget
- Make presentations to the community similar to the January 22 Town Hall (Dr. Bongo, Mr. Barnes, Ms. Passarelli, and Mr. Galland presented on areas where support was needed. Create this type of transparent process to give building leaders voice in advocating for their students.)
- Revisiting the notion of a zero based budget
- Think through specific resource allocations to each school
- Review the recommendations made by the Finance Committee
- Ensure we complete the New York State Funding Transparency Form under Education Law §3614

Food for thought...

PBIS
POSITIVE BEHAVIORAL INTERVENTIONS & SUPPORTS



Cabinet

Superintendent

Assistant Superintendent for Business

Assistant Superintendent for Pupil & Student Support Services

Assistant Superintendent of Schools for Curriculum/Chief Academic Officer

Assistant Superintendent for Human Resources

Administrative Council

Strategic Plan

Schools

PreK-5

6-8

9-12



Learning Plans

