



## City School District of New Rochelle Strategic Roadmap

*Embracing Diversity: Driving Success*

### **Mission** (our core purpose):

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.

### **Core Beliefs** (drivers of our words and actions):

We believe...

1. schools should be safe, joyous places of learning
2. every student is worthy of intellectual, social, and emotional respect
3. in the continuous improvement of teaching and learning
4. quality education requires culturally competent adults
5. parents and guardians are our partners
6. in the pursuit of equity and excellence
7. the diversity of our schools is a strength
8. in fiscal accountability to those who invest in our schools
9. in providing robust, varied, and innovative learning experiences
10. in educating the whole child by nurturing students' intellectual, creative, social, emotional, and physical growth

**Vision 2020** (what we intend to create):

By the year 2020, the City School District of New Rochelle will....

- have demonstrated evidence of overall improvements in student learning and achievement across a broad spectrum of measurements including, but not limited to, state assessments
- have reduced the achievement gap by decreasing disparities in outcomes that are correlated with race, class, disability, native language, or geography
- have a pedagogical staff that is ethnically more reflective of the students we serve and knowledgeable of cultural differences and learning styles in our diverse school population
- have a reserve fund that is at or near the maximum allowed by NYSED
- have completed the five-year capital plan outlined in 2016, with learning spaces that incorporate technology appropriate for learning in the 21<sup>st</sup> century
- have made progress in developing the system-wide culture of innovation that will be needed to ensure we continually prepare all students for success in college, career and beyond

**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

**Strategic Objectives** (areas for focused improvement in each of the strategic directions):

Note: The objectives are multi-year objectives and will guide resource allocation and prioritization. The development of benchmark data and annual milestones will enable the objectives to be utilized for accountability and progress monitoring. The objectives will be revisited annually, informed by community and district stakeholders, and developed in partnership by the Superintendent and the Board of Education. The Superintendent is charged with their attainment, supported by a Board of Education that monitors progress.

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

Measureable Objectives:

Objective A: *Cohesive districtwide approach to teaching and learning.* CSDNR's curriculum, instructional strategies, assessments, academic interventions, and grading practices will be consistent districtwide, equitable, aligned with common core learning standards, and supportive of student inquiry, project based learning, and innovation.

Objective B: *Primary grade reading.* CSDNR will increase the percentage of students ready to read independently to learn in content areas by the end of third grade through district-wide primary grade reading assessments, benchmarks, and tailored reading interventions; and decrease disparities in reading levels among groups.

Objective C: *Science, Technology, Engineering, Arts, and Mathematics.* CSDNR will implement Science, Technology, Engineering, Arts, and Mathematics (STEAM) education and enrichment in all grades as part of the core curriculum.

Objective D: *Access to rigorous coursework.*

- CSDNR will increase the percentage of NRHS students that successfully complete at least one college-level course in high school (i.e. Advanced Placement, dual credit) and decrease disparities in participation among groups.
- CSDNR will increase the percentage of students at IEYS and ALMS that successfully complete at least one Regents-level course in middle school and decrease disparities in participation among groups.

Objective E: *Graduation rate.* CSDNR will increase the overall four-year graduation rate and decrease disparities in graduation rates among groups.

2. *Safe and supportive schools:* cultivate safe, nurturing environments that embrace our rich diversity and are conducive to learning and growth

Measurable Objectives:

Objective A: *Social Emotional Learning (SEL)*. CSDNR's approach to SEL will support the knowledge, attitudes, and skills necessary to understand and manage emotions, set and achieve positive goals, feel and show empathy for others, establish and maintain positive relationships, and make responsible decisions.

Objective B: *Restorative practices*. CSDNR's culture will encourage learning and growth, including the use of restorative practices as a response to discipline infractions.

Objective C: *Cultural competency*. CSDNR will value all of its employees, students and parents, as evidenced by fair practices, compassion, communication, respectful behaviors, nondiscriminatory practices and high expectations. All staff members will participate in programs of adult learning that explore the experiences, perspectives and contributions of various cultures, groups and individuals.

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

Objective A: *Supervision and feedback*. CSDNR staff shall receive meaningful feedback and evaluations on performance at least annually. Pedagogical staff reviews will follow the *Annual Professional Performance Review* framework required by NYSED. All evaluators will be trained and proficient to high degree of inter-rater reliability.

Objective B: *Recruiting and hiring*. CSDNR will actively attract and recruit candidates from diverse backgrounds for all open positions. Interview and hiring processes shall be as collaborative and relevant as feasible, including real world contexts such as model lessons and case studies, gauged by multi-role peer groups using performance rubrics such as the *Framework for Teaching*.

Objective C: *Development and celebration*. CSDNR will receive job relevant, differentiated professional development grounded in best practices for adult learning. Celebration of superlative staff accomplishments will highlight valued practices at the Board, district, and school levels.

4. Engagement and Outreach: foster an active partnership amongst community, parents, staff and students to live our Mission and achieve our Vision

Objective A: *Communication with parents*. CSDNR will actively and effectively communicate with parents about the progress of their children and the opportunities available to them.

Objective B: *Partnership with the community*. CSDNR will increase the quality and quantity of partnerships and collaborations with community organizations and local colleges to increase opportunities for students.

Objective C: *Positive public relations*. CSDNR will maintain a positive public profile through proactive publicity and social media highlighting student and staff accomplishments.

5. Resource Management: manage fiscal, technological, and capital resources effectively and efficiently, in support of our Mission and Vision

Measurable Objectives:

- Objective A: *Budget*. CSDNR's budget and resource allocation will support the attainment of the strategic objectives and long-term fiscal stability, including a fund balance restored to the legal maximum.
- Objective B: *Facilities*. CSDNR's facilities will provide safe, secure, and studious school environments that maximize learning for the 21<sup>st</sup> century.
- Objective C: *Technology*. CSDNR's technology infrastructure will support teaching and learning, providing ubiquitous internet access and enabling innovative learning experiences.