# 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
<table>
<thead>
<tr>
<th>EQUITY</th>
<th>COLLABORATION</th>
<th>LEARNING</th>
</tr>
</thead>
</table>

### Our Pillars

<table>
<thead>
<tr>
<th>Student &amp; Graduate Success</th>
<th>Passionate People</th>
<th>Partnerships with Families &amp; Community</th>
<th>Efficient Systems &amp; Equitable Resources</th>
</tr>
</thead>
</table>

### Our Goals

- **Student & Graduate Success**
  - 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.

- **Passionate People**
  - 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.

- **Partnerships with Families & Community**
  - 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.

- **Efficient Systems & Equitable Resources**
  - 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

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The Schenectady City School District Board of Education adopted the Strategic Plan on 7/10/2019 and measures for the 2019-20 school year on 8/7/2019.
**Passionate People**

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<th>Measures identified for 2019-20</th>
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| • We engage and retain passionate, dedicated people who continuously learn and improve as guardians of equity and advocates for our students’ success. | • 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 |
| • Our team represents the diversity of our community. | |
| • We deliver and receive excellent customer service. | |

**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

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<tr>
<td>• We highly value our families and the community; we welcome and invite their collaboration and partnership.</td>
<td>• Increase # of parents engaging with online student management system (Infinite Campus Parent Portal)</td>
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<tr>
<td>• Communication is inclusive, accessible, goes two ways, and is always based on high expectations within a supportive environment.</td>
<td>• Increase % of city resident students attending Schenectady City School District</td>
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<tr>
<td></td>
<td>• Increase % parents participating in parent survey</td>
</tr>
<tr>
<td></td>
<td>• Increase % of parents participating in parent survey from underrepresented demographic groups</td>
</tr>
</tbody>
</table>

### 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

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## 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

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