



VISION 2020: THE WAY FORWARD

Strategic Blueprint for the Newburgh Enlarged City School District



Table of Contents

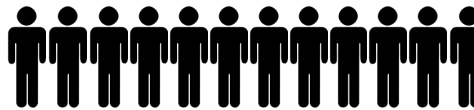
District Profile.....	2
With Gratitude & Appreciation.....	3
A Message from The Superintendent of Schools.....	4
Message from the Board.....	5-7
Theory of Action.....	8
Transforming Newburgh Schools.....	9
Strategic Pillars.....	10
<i>Pillar 1</i>	11-12
<i>Pillar 2</i>	13
<i>Pillar 3</i>	14-15
<i>Pillar 4</i>	16
<i>Pillar 5</i>	17
Data Snapshot.....	18
Board of Education Reporting.....	19
Timeline.....	20



District Profile



Number of Students:
11,606



Students with disabilities:
1,665



English Language Learners:
1,492



Number of schools: 13

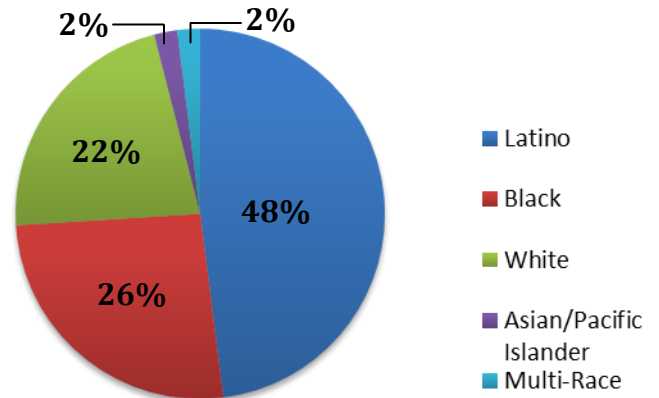


Annual budget:
\$244 million

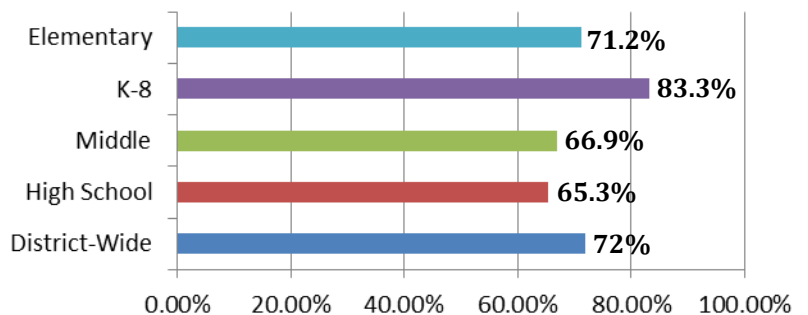


= 1,000 = 10 = \$50 million

Student Demographics



Students receiving free/reduced price lunch



With Gratitude & Appreciation

We would like to extend our deepest appreciation to the teachers, staff, parents, scholars, administrators, Board of Education, community members and outside agencies who contributed to this strategic planning process designed to shape the teaching and learning of the Newburgh Enlarged City School District for the next five years. It's your dedication and hard work that has helped make this possible.

Special Acknowledgements to:

• Building Leadership Teams from the following schools:

- ♦ Balmville Elementary School
- ♦ Fostertown ETC Magnet School
- ♦ Gardnertown Fundamental Magnet School
- ♦ GAMS Tech Magnet School
- ♦ Horizons-on-the-Hudson Magnet School
- ♦ New Windsor School
- ♦ Pre-K Center
- ♦ Vails Gate High Tech Magnet School
- ♦ Heritage Middle School
- ♦ Meadow Hill Global Explorations Magnet School
- ♦ Newburgh Free Academy Main Campus
- ♦ Newburgh Free Academy North Campus
- ♦ South Middle School
- ♦ Temple Hill Academy

• Newburgh Education Advisory Team Representatives:

- ♦ Newburgh Teachers Association
- ♦ Newburgh Supervisors & Administrators Association
- ♦ Parents
- ♦ Higher education and community-based organizations
- ♦ Newburgh Enlarged City School District Board of Education Members

A Message from the Superintendent

*“The students of the Newburgh Enlarged City School District
deserve a world class school system.”*

~Dr. Roberto Padilla

How will this happen?

The 2015-2020 strategic blueprint (*Vision 2020 – The Way Forward*) represents a united focus on how to better serve our scholars. Today, we launch a new chapter in the district. Our work will be intentional because we are committed to creating a culture of deliberate excellence.

In the Newburgh Enlarged City School District (NECSD), the Board of Education and all our employees play a significant role in driving the important work of public education forward as we transition to the third millennium. There are five pillars that will support our work of improving the academic outcomes for our scholars. These areas must be addressed to ensure the NECSD becomes a world class system. This is an ambitious step in recognizing that what happens in the classrooms needs to drive decisions and actions at every level of the organization.



We believe there is a genius in each scholar. We believe our children and educators are fully capable of achieving great success. We believe leadership will transform the NECSD with the strategic blueprint as our guide. *Vision 2020 - The Way Forward* is a living-document, therefore while the initiatives and strategies outlined in this strategic blueprint may be amended over time, we will not compromise our goal of preparing scholars for a productive life after Academy Field.

NECSD's strategic blueprint, *Vision 2020 – The Way Forward*, was created by a broad range of stakeholders. Thank you for partnering with us to achieve greatness. We are proud that you are part of our team.

Through the Work of All,

Roberto Padilla, Ed.D
Superintendent

Message from the Board

Mr. Philip F. Howard, President

"Our students truly deserve and are entitled to a world class education that adequately prepares them to be tomorrow's leaders beyond Academy Field! This is why I am so excited and encouraged with the NECSD's new strategic blueprint, "Vision 2020: The Way Forward". This plan is long overdue in our district, and will enable us to have benchmarks for our progress, and also will allow us to have a system of accountability! Our students will be the beneficiaries of this dramatic vision and for that reason I am ecstatic and looking forward to its implementation! As President of the Board of Education, it gives me pleasure to say that I am on board with this plan!"



Ms. Susan Prokosch, Vice President

"The strategic blueprint that has been created by the NECSD is truly a collaborative document that is aimed at raising the bar in this district within the next five years. It is a well researched student centered plan. Being an alumna of NFA, a teacher for over thirty years in Newburgh and now BOE Vice President, I am excited to see such a plan for our district. Initiatives such as early P-2 literacy for our young learners to our Multiple Pathways to Graduation are inspiring. The five pillars included in 'The Way Forward' map out how the vision of our district can be accomplished. Students, teachers, administrators, central administration, parents and community members are all a part of this plan. The plans for Digital Convergence reflects what is needed for our students in the 21st century. I am looking forward to working with the NECSD in seeing this vision evolve over the next five years."



Mr. Kenneth Copertino

"The document has a sound foundation on which we can build upon. I feel that the 'Vision 2020: The Way Forward' should be set as guideline for District Policy. As the need arises it then can be amended by the Newburgh Enlarged City School District Board of Education with input from administrators, teachers, staff, parents, students and all stakeholders."



Message from the Board



Mr. R. Andrew Johnston

“This ambitious set of goals sets out a path for the Newburgh School District to advance and improve its service to our community. The dedicated and creative work required to establish these pillars will greatly benefit individual students, the Newburgh School District, and our community as a whole.”

Mr. Edward Lawson

“The strategic blueprint articulates in clear and concise language ready solutions and strategies to propel the district toward becoming a ‘Blue Ribbon’ district in short order. I am convinced that the mother of success is preparation and the strategic blueprint provides a tremendous roadmap for the district’s journey toward academic success for all of our students and families.”



Ms. Carole Mineo



“Having been involved in the district for over 40 years, this is the first five-year plan that I have seen for the Newburgh Enlarged City School District. The pillars on improving communication, using data and providing clear expectations and feedback are important for our school community. I believe that the P-2 literacy work outlined in Pillar 3 is critical to future success for all children. I highly support this focus that will provide support for P-2 students, staff and parents. We may not see immediate gains from this effort, but I hope that there will be significant positive results for our educational community in the future. The work outlined in Multiple Pathways to Graduation in Pillar 3 is critically needed. Without alternatives for credit recovery and expanded CTE offerings, our students will find insurmountable challenges in their path to graduation. Our students’ lives revolve around technology and the immediacy in the flow of information. The Digital Convergence will assist all students in having access to current technology in their learning environments.”

Message from the Board

Ms. Pamela Freeman-Resch

"I believe that the strategic blueprint is a specific mechanism to assist the NECSD in moving forward toward a stronger improved tomorrow. I support this work with excitement and anticipation of a brighter future for all our children's learning success. Our community deserves this well evolved living document as it will help ensure our kids achieve not only in academics but in life thereafter. We are looking to initiate that the next five years will take this district to a 'district of distinction'."



Mr. Darren Stridiron

"'Vision 2020: The Way Forward' is a strategic blueprint that all stakeholders of the NECSD have been requesting for many years. The days of the 'One Year Plan' are over. The implementation of the plan outlined will require everyone in the NECSD to work together. Accountability now has a measuring stick and I look forward to being part of the solution that this district so desperately needs. We may not agree with everything that is said or done, but as Henry Ford once said, 'Coming together is a beginning. Keeping together is progress. Working together is success'. I look forward to this journey together."



Dr. William J. Swart

"The strategic blueprint that Dr. Padilla has recommended deserves our consideration and review. I believe that following the blueprint is the key to sustained change that will result in a significant increase of the district's high school graduation rate. Anything less than full support will result in still another reform failure. We simply must not tolerate an annual graduation rate of 67%. When this graduation rate is disaggregated, the data about the extent of the achievement gap in our district is decidedly alarming to all stakeholders."



Theory of Action

Theory of Action

If we cultivate collaborative communities that generate input from all levels of the organization on issues related to instructional practice and student learning, then we will foster a shared purpose and vision for our work leading to more effective practice and higher levels of student achievement.

Pillar Categories

1. District-Wide Systems
2. Effective Leadership
3. Educational Equity & Excellence
4. Family & Community Engagement
5. Supportive Learning Environment



“Be the change you want to see in the world.”

~Mahatma Gandhi

Transforming Newburgh Schools



“Demography is not Destiny”

~Dr. Deborah Jewell-Sherman

Strategic Pillars



1

**District-Wide
Systems**

2

**Effective
Leadership**

3

**Educational Equity
& Excellence**

4

**Family & Community
Engagement**

5

**Supportive Learning
Environment**



Pillar 1

District-Wide Systems

Focus Area 1: Evidence-Based Decision Making

Quality Indicators:

- A unified technology system of student information that can be readily accessed by teachers and parents and respects student privacy
- A district wide data dashboard that will serve to measure critical data points across the district that rely on reliable and meaningful data for the purpose of tracking patterns and trends in key areas of district performance and operations
- Consistent assessments to inform classroom practices that are meaningful and inform daily instruction and practices
- Professional development for all stakeholders related to a common understanding of assessments and their strategic use to inform academic and behavioral expectations
- Sharing and exchanging of student achievement data that results in a consistent reporting form for school and district use

“The difference between try and triumph is the ‘umph’ YOU add in!”

~Author Unknown

Focus Area 2: Ethical Governance & Transparency

Quality Indicators:

- An internal audit protocol that monitors the progress of schools and the district to achieving NYS accountability and regulations, and NECSD policy compliance
- An annual budget aligned to district goals, is respectful to all stakeholders, prioritizes the needs of scholars and leverages a variety of funding sources
- Common expectations across divisions that ensure equitable distribution of instructional, human, fiscal, technological and operational resources
- Clear expectations of leadership for administrators and teachers that reflect transparent decision-making based on evidence

1

District-Wide Systems

By 2020, the NECSD will implement systemic thinking and action.



Focus Area 3: Responsive Communication

Quality Indicators:

- Reciprocal communication across all levels of the organization
- Systems that track exchanges of communication internally and externally
- Standard operating procedures for consistent district-wide implementation
- Timely dissemination of pertinent information through a variety of tools, and in formats respectful of our student population

Focus Area 4: Accountability for Improved Student Achievement

Quality Indicators:

- An aligned accountability system that defines criteria for scholars, teachers, and school/district administrators
- Commitment at all levels for improved student achievement
- Consistency in expectations across the district
- Parent access to student progress data

“It is important to keep on keeping on—
doing what you KNOW is right, even if you
are the only one doing it!”

~Joyce Meyer

Focus Area 5: Staff Recruitment, Selection and Retention

Quality Indicators:

- Collaborative relationships with Institutions of Higher Education (IHE) across the state/nation to expand the talent pool of highly qualified and diverse candidates
- A structured internal process for NECSd scholars to be developed as potential educators through experiential learning opportunities which may include shadowing teachers, visiting local IHE teacher education programs, assignment of IHE student mentors
- A career ladder that provides mobility for internal staff to move along a continuum of career growth
- A quality-control system for the recruitment, selection, development and evaluation of employees that ensures high instructional expectations, professionalism, and quality practice

Pillar 2

Effective Leadership

Focus Area 1: Leadership Capacity Building

Quality Indicators:

- Leadership capacity of district and school administrators, teachers, and staff developed through meaningful and supportive professional learning that strengthens skills and abilities
- A sustainable and meaningful mentor program for teachers and administrators
- Individualized professional learning opportunities aligned to the strategic blueprint that meet the needs of current and potential administrators, teachers and staff

Focus Area 2: Leadership Transformation

Quality Indicators:

- Sustained improvements over time through leader willingness to accept feedback and commitment to ongoing growth
- Demonstrated ability of school and district leaders to rebrand culture through distributive leadership
- Productive relationships cultivated by leaders at all levels that foster shared responsibility for all students
- Demonstrated ability of school and district leaders to balance instructional leadership and operational demands

Focus Area 3: Instructional Monitoring & Support

Quality Indicators:

- A cycle of supervision and support so that both adult and student learning occur regularly and generate significantly improved student outcomes
- A culture of professional learning through teacher directed/driven learning communities facilitated by effective and highly effective teachers throughout the NECSD
- A system of Continuous School Improvement (CSI) provides meaningful dialogue between principals and district leaders to strengthen instruction



2

Effective Leadership

**By 2020,
effective leadership
will support the
mission, vision, and
core values of the
district with an
intentional focus on all
scholars' learning.**

Pillar 3

Educational Equity and Excellence

Focus area 1: Commitment to Early Learning as the Foundation for Future Success

Quality Indicators:

- A developmental philosophy and practice for P-2 that leads to an expectation of proficient reading by grade 3
- Differentiated learning opportunities including early intervention and enrichment programs
- Equity in resource allocation to provide early support for later success
- Parent knowledge that supports a literacy rich environment at home that begins prior to pre-k

“People don’t care how much you know until they know how much you care.”

~Theodore Roosevelt

Focus area 2: Digital Convergence

Quality Indicators:

- Policies reflect transition to 21st century teaching and learning
- Updated digital infrastructure districtwide to improve access for all scholars
- Technology-rich instruction to support evolving student learning, including online and connected learning
- External partnerships that support technology enhancements
- Digital curricula that maintains cost-effective, current and up-to-date information and provides universal access for all scholars

3

Educational Equity & Excellence

**By 2020, all scholars in the
NECSD community will
have experienced high
quality teaching and
learning that empowers
them to realize their
unique pathways to
academic and personal
success.**



Focus area 3: Effective Instruction

Quality Indicators:

- Scholar performance is assessed through multiple measures to personalize learning
- Learning tasks are relevant, authentic and at the appropriate level of challenge
- Instructional time and resources are maximized to meet diverse needs
- Instruction is academically rigorous and aligned to the NECSD curriculum standards
- Professionals pursue new and innovative learning strategies to support increased student achievement

Focus area 4: Multiple Pathways to Graduation

Quality Indicators:

- Multiple options for credit accumulation
- Alternative education programming for grades 6-12 for those who would benefit from a non-traditional learning environment
- Sixth grade and Freshman academies to support successful transitions
- NECSD redesign plan for a 21st century high school
- Expansion of CTE course offerings and opportunities for mentorship, internships, apprenticeships and work experiences through community partnerships

“Excellence is to do a common thing in an uncommon way.”

~Booker T. Washington

Pillar 4

Family and Community Engagement

Focus area 1: School-Family Engagement

Quality Indicators

- Parental engagement strategies meet the unique needs of diverse families in our community through an enhanced system of internal and external supports.
 - Utilization of community resources to increase family accessibility to school sponsored events and activities
 - Resources for families to develop understanding and skills for supporting their children's academic and social-emotional development
 - School-family partnerships are characterized by trust, mutual accountability and shared responsibility and honor culture, beliefs, practices and language
-

"In the midst of difficulty,
lies opportunity."
~Albert Einstein

Focus area 2: School-Community Engagement

Quality Indicators

- Multiple venues for input and feedback from community members and families
- Quality partnerships with higher education institutions, community-based organizations, faith-based organizations and business partners
- Schools are the center of the community, bridging resources and wrap around services for our families
- Municipal, community and school partnerships support student and adult learning opportunities



4

Family & Community Engagement

**By 2020, the NECSD will
foster partnerships so
that schools, families, and
community join together
as members of the
learning team for our
scholars' academic and
social-emotional
development.**

Pillar 5

Supportive Learning Environment



5

Supportive Learning Environment

By 2020, the NECSD, will ensure safe and supportive learning environments that facilitate student achievement by demonstrating respect and concern for all members of the community.

Focus area 1: Physically and Emotionally Safe Schools

Quality Indicators

- All school buildings and grounds are safe, secure and well-maintained
 - District-wide expectations ensure physical and emotional safety for all
 - Multi-tiered system of supports, including alternative programming
-

“You do not have to see the entire staircase to take the first step.”

~Martin Luther King, Jr.

Focus area 2: Social and Emotional Learning

Quality Indicators

- Curriculum that responds to the social and emotional needs of scholars and adults
- Charters in each school define behavioral expectations for all
- A growth mindset is fostering among scholars and adults that reflects resiliency

Focus area 3: Collaborative Learning for Faculty and Staff

Quality Indicators

- Teacher and principal collaboration in the decision-making about professional learning
- Instructional practices are de-privatized through peer observation activities and the sharing of best practices
- A culture of collaborative and collegial relationships
- Rituals that recognize and celebrate progress

Data Snapshot



During the 2013-2014 school year:

- 17% of all students in grades 3-8 were proficient on the New York State English Language Arts Assessments
- 18% of all students in grades 3-8 were proficient on the New York State Math Assessments
- 67% of the 2011 total cohort for four year outcomes were graduates
- 11% of the students who were part of the 2010 total cohort for four year outcomes were dropouts
- 83% of the 789 students that took the Comprehensive English Regents scored 65 or better
- 55% of the 1,237 students that took the integrated Algebra Regents scored 65 or better
- 71% of the 442 students that took the Geometry Regents score 65 or better
- 50% of the 361 students that took the Algebra 2/Trigonometry Regents scored 65 or better

During the 2014-2015 school year:

- 14.4% of the total in-district student population of 11,606 are classified as students with disabilities
- 13% of the district enrollment are English Language Learners
- 26% of the district enrollment are Black or African American
- 48% of the district enrollment are Hispanic or Latino
- 2% of the district enrollment are Asian or Native Hawaiian/Other or Pacific Islander
- 22% of the district enrollment are white
- 2% of the district enrollment are multi-racial

Board of Education Reporting

The stakes are too high for the implementation of this strategic blueprint to be left to chance. Successful execution of the many activities identified in the plan will require the carefully coordinated efforts of everyone in the district over a long period of time. It will be critical to regularly monitor implementation efforts and then to make adjustments as necessary throughout the blueprint's five year life.

To accomplish this, the district will contract with an external evaluator to conduct an objective, ongoing review of implementation efforts. The evaluator will review documents, study district data, and interview individuals and groups involved with implementation on a semi-annual basis. The evaluator's findings will be shared with the Board of Education and the public each September and February, beginning in September 2015.

Based on these evaluation reports and student achievement results, the Superintendent will recommend adjustments to the blueprint to the Board of Education so that the plan will remain relevant and continue to guide NECSD improvement efforts.



<u>Newburgh Strategic Blueprint Evaluation Timeline</u>	<u>Date(s)</u>
Board of Education approval of the blueprint and implementation begins	February 2015
External evaluator selected and works with the district to establish protocols for data collection	March-May 2015
Evaluator gathers evidence of strategic blueprint implementation and prepares report for the Board of Education	June-August 2015
Board of Education receives first report on strategic blueprint implementation along with Superintendent recommendations for plan adjustments based on the data	September 2015
Blueprint activities are adjusted; evaluator gathers data on plan implementation	September 2015-January 2016
Semi-annual report to the Board of Education and public on implementation of the blueprint. Cycle continues through 2020	February 2016

Timeline

<u>Newburgh Educational Advisory Team Meetings</u>	<u>Monthly 2014-2015 School Year</u>
New York State Education Department District Effectiveness Reviews	2012-2013 2013-2014 2014-2015
K-12 Insight Surveys of parents, scholars and teachers	2012-2013 2013-2014
Dr. Padilla's Listening Tour	May and June 2014
Central Office Team Meeting	Summer 2014
Superintendent's Entry Plan Development	June 2014-July 2014
Superintendent's Entry Plan Implementation	September 2014 -December 2014
Central Office Strategic Planning	December 7-9, 2014
Focus Group Feedback: School Leadership Teams, BOE Members Newburgh Educational Advisory Team (N.E.A.T)	December 2014-January 2015
Progress Update to Board of Education and Public	January 2015
Central Office Strategic Planning Development of Draft Strategic Blueprint	January 22-23, 2015
Strategic Blueprint Presentation to the Board of Education Monitoring Quality Indicators	February 2015 May-June 2015

“Leadership in the NECSD will reach high levels of performance as all district employees work in collaboration, establishing a culture of trust and commitment, creating a self-renewing organizational leadership built on valuing each employee’s vital role in helping us reach our vision and mission.”

~Dr. Roberto Padilla, Superintendent