



Port Chester School District Strategic Plan 2021-2024

R.A.M.S.

**Rigorous and Equitable
Academic Experiences +
Mental/Emotional Health Supports=
Success for All Types of Learners**

Vision Statement: The vision of the Port Chester School District is ***SUCCESS FOR EVERY STUDENT***. This vision has been internalized by every teacher, administrator and staff member who work tirelessly every day to ensure student success. The educational programs and services offered to our students reflect a quest for scholastic excellence, combined with respect and concern for the worth and development of individual students.

Mission Statement: The mission of the Port Chester School District, through an active partnership among community, parents, staff, and students, is to develop responsible and self-sufficient citizens who value cultural diversity, are creative and adaptable, and possess the self-esteem, motivation and skills to continue individual growth, think critically, and communicate effectively.

Our Shared Beliefs: Success for Every Student

Board of Education-

Chrissie Onofrio, President

Luigi Russo, Vice President

Sharon Burke

Anne Capeci

Superintendent-

Dr. Aurelia L. Henriquez

WHAT IS STRATEGIC PLANNING?

Strategic planning is something most district do on a regular basis. It is an opportunity for a district to collaborate, reflect and plan. Since July 2021, we have been engaged in the preliminary stages of this planning. Through a district wide SWOT analysis, stakeholder group meetings, leadership and faculty and staff input, we asked ourselves several main questions:

How are things going in our district right now?
What are our strengths, challenges, and opportunities?
Where do we want to be as a district in three to five years?
How can we best focus our efforts and work together to get there?
How can we continue to grow as a responsive organization?

Based on the feedback received from focus groups, Superintendent Roundtables, community and staff surveys, Board Retreats, and the SWOT analysis, four Focus Areas emerged to guide our work and to continue the planning process.

Focus Areas

1

Powerful Teaching, Leading, and Learning

Evidence-based Decision Making
Data Informed Culture
Inclusive Excellence
Collaborative Decision Making
Opportunities for Voice
Instructional Monitoring and Support Multiple Pathways to Graduation
Closing the Achievement Gap
Early Learning
Responsive Instruction
SEL/Mindfulness
Academic Rigor

2

Family, Student and Community Engagement/Connectedness

Multiple Opportunities to Collaborate
Transparency

Opportunities for Student and Community Voice

Inclusive, Data Informed Culture

3

Fiscal Planning and Facilities

Ethical governance and transparency

Data Informed Decision Making

Safe Schools

Transparent Conversations/Planning

Short Term and Long Term Planning

4

Improve Communication

Family & Community Empowerment

Family and Community Engagement

Responsive Communication

Use of Multiple Platforms to Communicate

Provide Equitable Access to Information

During the August 2021, Board of Education Retreat, Board/Superintendent Goals were created, based on feedback received. The goals and feedback were shared openly at a Board Meeting and continue to serve as a North star to build a culture that supports continuous improvement.

Through collaboration with key stakeholders, priorities and actions were developed to support the new culture. **The guiding question is: What does success for all students look like?** How can we ensure that our district is positioned for student success in years to come? While our district is strong in so many ways, we can never remain static and how to continuously improve.

Focus Area # 1 - Powerful Teaching, Leading and Learning

Goal - Increase Student Outcomes Through Multiple Pathways and a Data Informed Culture

The District will utilize data, research, experience, and collaboration to inform instruction and strategic planning. The goal to openly share data, discuss data, and create goals for the future has assisted in establishing a data-informed culture. Therefore, the priorities outlined in this plan are directly aligned to the District's mission, vision, and goals which were established by key

stakeholders as priorities, based on community and educator feedback, and is the foundation for our focus for the future.

Priorities-

Build a district-wide culture of inquiry and data study K-12, with a strong focus on outcomes and achievement that supports the whole child, whole school, whole community philosophy.

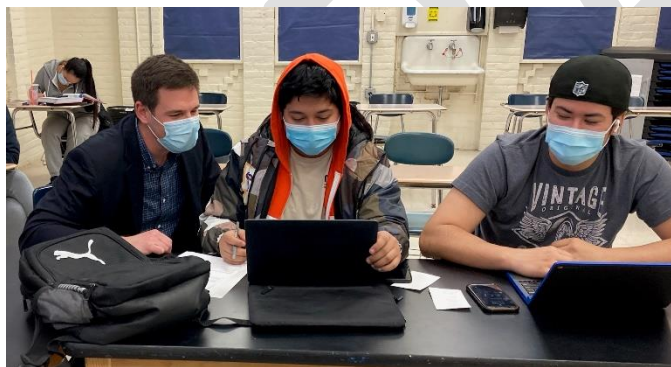
Distribute leadership and share accountability between and amongst stakeholders at each school building and at the district level.

Develop a comprehensive vision for high quality instruction that includes differentiation and personalized learning at the elementary, middle and high schools to create a collaborative school environment, rich with cooperation, teamwork, shared ownership, and distributed leadership.

Actions –

Develop Data Driven Essential Agreements- In Port Chester Schools, we are committed to:

1. Creating a positive, and inclusive data-informed culture where we continue to learn and grow
2. Discussing data regularly, and including all stakeholders in the conversation
3. Making decisions to increase student outcomes using data at all levels
4. Communicating consistently, and in alignment from Pre-K through grade 12. We foster open communication around data with our:
 1. Board of Education
 2. Teachers and Administrators
 3. Parents and Guardians
 4. Students
 5. Community
5. Following assessment calendars by level, and followed across all grades and buildings



Create a culture of student agency, where ALL students are exposed to multiple college and career opportunities across grade levels Pre-K-12.

Utilize data, research, experience, and collaboration to inform instruction and strategic planning.

Openly share data, discussions and goals for the future.

Data relating to disproportionality will be examined using Data Study.

Engage Innovare as Thought Partner to....

Launch the Principal's Promise Academy- Provide alternative learning options for students who have yet to be successful in the traditional high school setting through personalized instruction, differentiated scheduling, and college and career readiness activities.

What does success look like?

The District will know that it has succeeded, when ALL schools are represented and engaged in improvement work. [Click here to learn more about Port Chester School District's Professional Development Plan](#) and [plans for Superintendent's Conference Days](#). School leaders will embed the Professional Standards for Educational Leaders (PSEL) in their practice which will be

evidenced in school culture, instructional leadership and conversations, and will inform the District's ongoing strategic planning as we move forward. Together, key stakeholders will collaborate to identify strengths, omissions, and areas in need of further development. This information will be gathered into a digitized/e-format for review and used in establishing district and school level expectations, timelines for future work, and deliverables. This will be discussed openly at Board of Education Meetings.

At the end of the 2021-2022 school year, the entire district should adhere to the established data-driven essential agreements and have active data teams at each school. All schools should embrace the role of administrators and teachers in supporting a culture of inquiry and data study.

[Click here to learn more about American Reading Company](#)

[Click here to see District's Technology Plan.](#)

Focus Area # 2- Family (student) and Community Engagement and Connectedness

Goal- Foster a Sense of Community Connectedness and Pride in Ram Nation



Our goal is to continue engaging with stakeholder groups including Port Chester students, families, staff, and the larger community to assess strengths and capabilities while identifying opportunities for growth.

Priorities-

Create a culture of inclusivity to provide all students with fair, just, and personalized learning and growth opportunities.

[Click here to learn about Port Chester School District's](#)

[World Kindness Day.](#)

Actions-

Ensure that students, families, and district staff engage in meaningful and authentic interactions. Forge and sustain community partnerships to expand opportunities for students.

Create District-wide opportunities for students and families to celebrate Port Chester Pride and a sense of "Ramity." [Click here to learn about Ram Nation Pride Day.](#)

Build partnerships with Community Based Organizations to increase student outcomes and bolster afterschool programs.

[Click here to see Information on District's A.S.P.I.R.E.S. After School Program](#)

What does success look like?

Building protocols for talking and engaging in aligned conversations.

School and district leaders and K-12 faculty will participate in professional learning.

All students participate in district initiatives that build a sense of connection and pride through multiple district-wide Initiatives (K-12)- *World Kindness Day, Ram Nation Pride Day, MLK Interfaith Celebration etc.* District-wide after school and summer school opportunities that partner with community organizations.

Focus Area #3 Fiscal Planning and Facilities

Goal - Engage in Strategic Planning for Fiscal Responsibilities and Facilities

Actions–



Collaborate for strategic planning to safeguard fiscal stability, while allowing for a proactive approach to improving and maintaining safe schools and well-maintained facilities and grounds for which our community can be proud.

Review facilities budget, and operations for long-term planning purposes.

Ongoing conversations with our elected officials about the current reality of the district and community.



What does success look like?

Success is demonstrated through ongoing planning, realized savings in energy cost reductions, long range planning to ensure major mechanical systems and buildings/facilities are safe, clean and in good condition. The goal is to enhance the student learning experience by providing state of the art learning and athletic spaces, a healthy environment, and nutritious menus in cafeterias. The environment that students and staff occupy is a nexus to supporting the educational goals of the school district.

[Click here to see Port Chester School District's latest Five Year Capital Plan.](#)

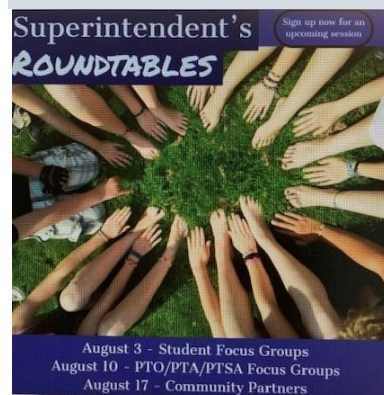
[Click here to see a schedule for active projects throughout our District.](#)

[Click here to see the Long-Range Plan and Building Conditions Survey](#)

[Click here to see more about the Park Avenue and JFK Traffic Review](#)

Focus Area #4 Improve Communication

Goal - Improve Communication and Ensure Systemic Equitable Access to Information



Port Chester Schools continue to create opportunities for all students, teachers, leaders, staff, parents, and members of the community to feel included, respected, and well informed. We see our diversity as a strength, and we are engaging stakeholders in conversations about inclusive excellence and equitable access in all programs, practices, and initiatives. This commitment fits into the district's vision of Success for All Students because when all students are supported and have access to programs and learning opportunities it ensures that they will be successful in our schools and therefore it is an important priority to pursue as it is in our

students' best interest.

Action Plans-

Utilize multiple platforms and outlets to broadcast important information to celebrate and highlight the district's success stories.

Collaborate and be inclusive more often to allow for meaningful discourse with key stakeholders. Include opportunity for student voice.



Celebrate publicly our students' and staff's accomplishments.

Ensure access to translation devices at all Board of Education Meetings.

Use Covey's Speed of Trust and 13 Habits of High Trust Leaders to guide relationships.

Ongoing collaborative conversations with elected officials.

Opportunities for student voice

What does success look like?

Building a culture of collaboration and trust is the necessary foundation for inclusive excellence. Based on quantitative and qualitative data gathered, the need for consistency and collaboration across schools has emerged as a priority. Lack of collaboration and consistency in the past has led to disconnected and isolated decisions regarding curriculum, instruction, and programmatic decisions that were not supported by data. One of the goals of the Board of Education for the 2021-2022 year is: Foster A Sense of Community Connectedness. In the same way that the Board and District aim to ensure that students, families, and district staff engage in meaningful and authentic interactions and to forge and sustain community partnerships to expand opportunities for students, a collaborative environment, which emphasizes shared ownership, is key, at all schools.

[Click here to learn about Superintendents' Round Tables and Focus Groups.](#)

[Click here to see District Communication Protocols.](#)