BLUEPRINT FOR EXCELLENCE

STRATEGIC PLAN

Dr. Lisamarie Spindler
2022-23 School Year

HUDSON
CITY SCHOOL DISTRICT

INTRODUCTION

Dear Members of the Hudson City School Community,

It continues to be important to be intentional in our work if we are to succeed. We are excited to share plans that will help us continue to improve as we strive for excellence.

This "Blueprint for Excellence" is the result of planning sessions held with our Board of Education, Leadership Team, Staff, Parents and Community Members. This plan will serve as a roadmap in our efforts to connect with each child and their family while also enhancing our relationships across the Hudson community. We look forward to being your teammate in our efforts to be a model school of excellence.

Thank you for your feedback and support. Your involvement makes all the difference in the lives of children and in the success of the district.

Sincerely,

Lisamarie Spindler, Ed.D.,
Superintendent of Schools
Willette Jones,
President, Board of Education

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PROCESS INTRODUCTION AND OVERVIEW

Blueprint Planning is intended to:

- Involve members of the school community and reflect their shared perspectives.
- Allow stakeholder representatives to review community feedback in order to clearly define the district's mission, vision and core values.
- Gather a team together to define the priorities of the district and suggest action steps to accomplish objectives.
- Facilitate action planning focused on identifying when and how the work will get done and by whom.
- Provide a road map that is transparent and identifies those accountable.
- Enable the district to innovate, allocate resources, and continuously develop in a thoughtful and coordinated manner.
- Be a constantly evolving yearly process that builds from one year to the next while reflecting emerging needs and changing demands.

Steps in the Hudson City School District (HCSD) Planning Process

June - July 2022	Community feedback gathered.
July 2022	Draft Mission/Vision/Core Values developed by the Board of Education and Leadership Team.
August 2022	Community Team assembled, mission/vision/core values reviewed, priorities developed, and strategies proposed.
September 2022	Action plans developed to specify what will be done to meet the objectives of each priority and to identify who will be responsible for leading the work.
October-December 2022	Revisions and review of the Strategic Plan completed by the Leadership Team and community stakeholders
February 2023	Communication to the community and implementations of the strategic plan with stakeholder. Adoption of district's revised mission, vision and core values.

MISSION, VISION, & CORE VALUES

Though the Blueprint Planning Process, we describe why we exist (mission), what should happen in the School District when we are working towards the mission (vision), and what behaviors should be encouraged across the organization as a whole (core values).

Mission:

We embrace all students and inspire them to achieve their personal best as bluehawks and beyond.

Vision:

We create an inclusive learning environment that honors the many passions, cultures and talents of our students. As students, staff and community we commit to learning, exploring and achieving together.

Core Values:

We can achieve our vision and accomplish our mission if our core values consistently guide all of our work.

To that end, we will:

- Be compassionate.
- Foster acceptance and inclusion.
- Respect and honor student voices.
- Demonstrate respect for each member of our school and community and work together.
- Believe in each other.
- Act with courage, integrity, honesty and transparency.
- Be present.
- Explore new ways to teach and learn.

PRIORITY AREAS

Based on community feedback and initial planning by the Board of Education and Leadership Team, the following areas were identified as priorities.
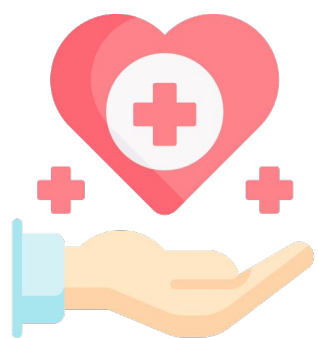
Safety, Wellness and the School Environment

We will provide all students with emotional and behavioral support to create a sense of belonging and school pride.

Community Connection

We will build and foster family and community partnerships through creating an enhanced system of internal and external supports to meet the needs of our diverse scholars.

Educational Equity and Academic Excellence

We will offer exciting, accessible, rigorous academic programming that gives every student the opportunity to fulfill their greatest potential.

ACTIONS PLANS

The following plans have been developed in order to guide the actions the district takes to accomplish the objectives in each priority areas. Each action step represents a strategy for meeting an objective. Both established timeframe and parties responsible for leading the work are listed below.

Priority Area 1: Safety, Wellness and the School Environment

Objective: We will provide all scholars and staff with positive support and a place to belong.

Action Steps: The activities and actions we will undertake to accomplish our objective:

1. Implement equity focused hiring practices and approaches to retain high quality educators.
   - We will align hiring practices with the district equity policy, and provide ongoing systems of support for educators once they join the district
   - Diversify educator recruiting partnerships
   - Incentivize educators to engage in DEI practices.

2. Establish and maintain District and Building Safety Teams.
   - Monthly meetings
   - Update district/building level safety and response plans
   - Review safety protocols and drills with school community
   - Create a district Cyber Security Awareness Response Plan

3. Adopt Social Emotional Learning (SEL) programs to foster relationships with peers and staff.
   - Establish Mentor programs.
   - Integration of Social Emotional Learning into instruction
   - Assemblies for students in SEL
   - Implement restorative discipline practices

4. Evaluate after school and extended school year programming
   - Analyze data for effectiveness of programming
   - Integrate community partners into school community
   - Expand, modify or eliminate offerings

5. Improve attendance. ("Must be present to win.")
   - Institute "attendance campaigns" in each building
   - Home visits
   - Close and accurate monitoring of absences at attendance meetings
   - Ongoing analysis of attendance data
   - Connect with families through responsive structures such as home visits, one-on-one meetings, etc.
   - Hold quarterly data meetings to review attendance data to look for patterns.

ACTIONS PLANS (Continued)

Priority Area 2: Community Connection

Objective: We will build and foster community partnerships to enhance and improve educational, social, and employment opportunities for our scholars and staff.

Action Steps:

1. Foster School-Family and School-Community engagement
   - Incorporate community providers into school programming
   - Saturday Academy
   - Create opportunities for community members to use the school space; e.g., walking clubs, swimming, using the gyms.

2. Upgrade communication systems that keeps families and community members informed about HCSD using various channels to accommodate diverse populations.
   - Provide two-way communications with parents.
   - Include languages other than English.

3. Increase community engagement by inviting community members (business owners, artists, etc.) to partner for student educational and social opportunities.
   - Bluehawk Academy
   - Create opportunities for work-based learning/internships in our community.
   - Create a marketing plan collaboratively with community partners.

4. Create a process to onboard parents including positive continuous communication.
   - Solicit scholar, family and community perspectives on extracurricular activities they would like at school
   - Establish onboarding for new families to the community

5. Promote and market our successes through effective communication strategies.
   - Create a portrait of a Hudson graduate
   - Communication audit
   - Improve district perception through the use of multimedia platforms
   - Communicate programming through various media including district website, brochures, informational sessions, digital surveys, Club & Curriculum Fair, etc.

Priority Area 3: Educational Equity and Academic Excellence

Objective: We will offer exciting, accessible, rigorous academic programming that gives every student the opportunity to fulfill their greatest potential.

Action Steps:

1. Ensure equal access for all students in the district.
    - Encourage educators to embed equity focused goals in their educational plans
    - Establish a Diversity Equity and Inclusion (DEI) District-wide committee
    - Establish equity ambassadors and workgroups in each building

2. Ensure that all students (and families) know what courses, programs, clubs, etc., are available.
    - Implement family partnership strategies: We will implement enhanced translation and interpretation services to support family engagement, provide community liaisons to support families, expand access to support, and offer information to families in the district.
    - Parent Square – *a communication tool for the school district administrators, teachers, staff and parents to receive important school and teacher communication -- all in one place. All school, grade level and classroom information will automatically be sent to your computer or phone via email, and/or text.*
    - Regular electronic newsletters
    - Presentations at Parent/Teacher Conferences
    - Short videos/pictures with targeted, specific information
    - Create a secondary IST (Instructional Support Team) protocol and building team

3. Implement high quality instruction: Ensure standards-aligned curriculum, Pre-K-12.
    - Provide professional development and coaching to ensure high quality standards-based instruction and assessment.
    - Utilize various systems of support, such as Response to Intervention (RTI), to identify areas of struggle early on. This allows us to be able to offer necessary supports for our scholars to thrive in school.
    - Implement common practices and assessments across schools.
    - Time will be set aside for mapping, evaluation, and monitoring of curriculum utilizing both quantitative and qualitative data.
    - Demonstrate equity literacy, cultural responsiveness, and will be committed to racial justice and educational equity. Equity literacy in the district will be measured by demographic representation in courses and pathways, academic data, discipline data, student interviews, and social emotional learning survey data.
    - Increase accelerated and early college course options

4. Ensure there are teacher and student mentorship at all levels.
    - Check-in check-out / check and connect, "each one reach one" activities
    - Students mentoring other students
    - Launch new non-traditional school

ACTIONS PLANS (Continued)

Priority Area 3: Student Opportunities and Academic Excellence

Objective: We will offer exciting, accessible, rigorous academic programming that gives every student the opportunity to fulfill their greatest potential.

Action Steps:

5. Offer Multiple Pathways to College and Career Readiness
- Develop and maintain partnerships with colleges and universities, business and industry partners, community-based organizations, non-profit organizations, and state and national partners
- Host Career and College Fairs
- College Field Trips
- Bring in guest speakers from local businesses
- Offer informational sessions during lunches
- College signing/acceptance celebrations
- Student certifications in technology

ACCOUNTABILITY & IMPLEMENTATION PLAN

What gets measured, gets done. It is important to stay focused on the work at hand and to hold each other accountable for achieving outcomes. In the spirit of transparency, diligence to the task at hand and sharing our progress as a team, the following schedule has been developed for regular reporting on progress in working towards objectives:

Timeframe	Activity
February, 2023	1. Blueprint Presented to the Community and Adopted by the BOE 2. Blueprint Plan shared with the faculty and staff 3. Blueprint Plan reviewed with smaller groups
May 2023	Provide "Blueprint Updates" to the BOE, Community and Staff.
July, 2023	Provide final "Blueprint Updates" to the BOE, Community and Staff.
August, 2023	Hold "Blueprint Planning Day" to update plan for school year 2023-24.