



Every child is a work of art.  
Create a masterpiece.

# Rochester City School District Scorecard

## RCSD at a Glance

- 64 schools
- 32,500 students
- 6,500 employees
- 80% free and reduced lunch
- 60+ languages spoken

African American/Black	64%
Hispanic/Latino	22%
White	11%
Asian	3%
Male	51%
Female	49%
Students with Disabilities	18%
English Language Learners	10%

PERSPECTIVE	OBJECTIVES	MEASURES	INITIATIVES	
<b>Student Achievement</b>	Every student is post-secondary ready.	% of students graduating with Advanced Regents % of students graduating within 4 years % of graduates enrolled in college year 2 (NSDC)	Build School level scorecard that includes school climate and outcome indicators. Comprehensive Education Plan (CEP) alignment to strategic plan. Track student progress 2 years and 4 years beyond high school into college.	
	Increase mastery of curriculum.	% of 9th graders passing Algebra I Regents Proficiency in Grade 8 ELA and Math Proficiency in Grades 3-6 ELA and Math Proficiency on K-2 nationally-normed assessments	The Rochester Curriculum/Human Capital Initiative The Rochester Curriculum/Human Capital Initiative The Rochester Curriculum/Human Capital Initiative The Rochester Curriculum/Human Capital Initiative	
	Close achievement gap.	% closure of achievement gap among all subgroups of students	The Disproportionality Project - NYU	
<b>Stakeholders</b>	“Has prepared me for college and career.”	% of graduate-respondents responding positively (midpoint or higher on ordinal scale)	Build a college-going culture campaign to raise student/family awareness/knowledge of college.	
	“Cares about my child’s success and safety.”	% of parent-respondents responding positively (midpoint or higher on ordinal scale)	Develop plan to address system-wide security issues through collaboration between School Safety and Youth Development.	
	“Values and supports my contribution to student success.”	% of staff-respondents responding positively (midpoint or higher on ordinal scale)	Align parent engagement efforts to School Improvement Plan.	
	“Is an asset to the community.”	% positive media mentions % of community-respondents responding positively (midpoint or higher on ordinal scale)	Implement new district-wide newspaper for distribution three times annually. Build capacity in District departments and at school level to maximize use of communications tools to support stakeholder connections.	
<b>Internal Processes</b>	Build a learning environment that supports student success.	# of incidents per 100 students	Monitor incident report data to inform plan roll out and school supports needs.	
	Create an innovative portfolio of high-quality choices for families.	% of students demanding school as first choice	Portfolio of Schools	
	Support the whole child through a systems approach to school culture and climate.	% of schools with documented PBS strategy	Build a youth development framework focused on three tiers: prevention, early intervention, and intensive intervention across student development domains (social/emotional learning, adult connections, bio-psycho-social, positive behavioral supports, effective instruction).	
	Focus on college and career readiness.	% enrolled and % passing AP courses % increase on average PSAT scores	Through college-going campaign and other communications, clarify the link between college and career readiness for students and families. Establish a college readiness framework (e.g. Regents exam, PSAT, SAT and AP participation and performance) and college enrollment indicators (acceptance to 2 and 4 year colleges).	
	Ensure academic rigor for every student.	% of students (by cohort) on track to graduate (Regents and credit accumulation) % gap between ELL and Special Education students and general population	Use data to examine performance of every student, not simply averages across students, to manage and deliver effective instruction. Support and hold school leaders accountable for implementing Rochester Curriculum Framework.	
	Differentiate student support to meet the needs of every student.	% of schools that have an effective Rtl framework	Develop protocols and metrics to track and improve the model.	
	Develop and support diverse and highly effective school leaders.	% of principals rated highly effective % of teachers retained by building by school	Support school leaders in School Improvement planning and goal-setting. Provide ongoing, principal-driven professional development, mentoring, and coaching through RLA.	
	Develop and support a diverse set of highly committed and effective teachers.	% of teachers rated highly effective (as compared to student performance outcomes)	Provide specific research-based professional development for teachers on how to teach the Rochester Curriculum to English Language Learners.	
	Create a culture in which we hold ourselves accountable for student success.	% of teacher and principal observations completed and posted % of cabinet members rated highly effective % of RCSD employees evaluated % of students absent from class	Improve alignment between teacher evaluation and tenure recommendations. Regular school site/support visits by senior leadership team. Development of personal scorecards for performance management. Development of data warehouse system to monitor attendance.	
	Recruit and retain talent.	% of job offers accepted Ethnic and racial diversity of teachers and administrators	Build a pipeline through local and national recruitment efforts. Build a pipeline through local and national recruitment efforts.	
	<b>Operational Excellence</b>	Ensure transparency and equity in resource distribution.	% of schools demonstrating school based planning team participation in budget development	Equitable Student Funding
		Become a Strategy-Focused Organization.	# of strategy meetings # of measures reported out/discussed at strategy meetings	Use strategic framework to monitor progress and inform decision making. Comprehensive Education Plan (CEP) alignment to strategic plan.
Best in class standards of efficiency and customer service.		# at median or above on Council of Great City Schools’ KPIs for target benchmarks	Create operating processes and procedures to define, align, and streamline district operations.	
Use data to inform decisions and actions.		# of identified and improved processes	Assess and continuously improve training and other supports to help schools use data to improve teaching and learning.	



# The Strategy Map

STUDENT  
ACHIEVEMENT

Increase mastery of curriculum

Every student is post-secondary ready

Close achievement gap

STAKEHOLDERS

The Rochester City School District...

“Has prepared me for college and career”

-STUDENTS

“Cares about my child’s success and safety”

-PARENTS

“Values and supports my contribution to student success”

-STAFF

“Is an asset to the community”

-COMMUNITY

INTERNAL PROCESSES

## Right School For Every Child

Build a learning environment that supports student success

Create an innovative portfolio of high-quality choices for families

Support the whole child through a systems approach to school culture and climate

## The Rochester Curriculum

Focus on college and career readiness

Ensure academic rigor for every student

Differentiate student support to meet the needs of every student

## Great Teachers and Leaders

Develop and support diverse and highly effective school leaders

Develop and support a diverse set of highly committed and effective teachers

Create a culture in which we hold ourselves accountable for student success

Recruit and retain talent

OPERATIONAL EXCELLENCE

Ensure transparency and equity in resource distribution

Become a Strategy-Focused Organization

Best in class standards of efficiency and customer service

Use data to inform decisions and actions